INFLUENCING MEN IN BUSINESS

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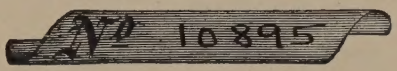

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INFLUENCING MEN IN BUSINESS

THE PSYCHOLOGY

OF

ARGUMENT AND SUGGESTION

BY

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The author respectfully dedicates this contribution to the psychology of business to the

YOUNG BUSINESS MAN

whose interest is in influencing men rather than in handling things; and who is studying to make his arguments more convincing and his suggestions more coercive.

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CHAPTER I

INTRODUCTORY

OUTLINE

I. Business Success is Largely Dependent upon Ability to Influence Men.
II. To Explain How Men are Influenced is a Problem for Psychology.
III. Typical Business Problems for Psychological Solution.
IV. Appeals to Reason.
V. Suggestion is a More Subtle Force than Reason.
VI. All Methods of Influencing Men may be Classified either as Argument or Suggestion.

CHAPTER I

INTRODUCTORY

I. Business Success is Largely Dependent upon Ability to Influence Men.

During the last few decades the business world has brought about a complete revolution in the methods of manufacturing, distributing and selling goods. That the revolution is beneficial and important no business man will deny. But however important these things are, the business man realizes that his most pressing problem is methods of influencing and handling men rather than things.

The young man looking forward to a career sees that the man who has unusual ability in handling men is sure to attain the position of superintendent or manager; but that the man who has great cunning in handling material things is not thereby assured of a position above that of a skilled mechanic.

II. TO EXPLAIN HOW MEN ARE INFLUENCED IS A PROBLEM FOR PSYCHOLOGY.

The business world is now in possession of many thoroughly established laws and principles for the manufacture of goods, for their preservation and transportation; for the best utilization of tools and equipment; for the generation of power, and for numerous processes connected with the handling of material things. The physical sciences, such as physics and chemistry, have made their contributions and the business world has profited thereby and has been enabled to bring about this revolution.

The business world has not been able to revolutionize its methods of handling and influencing men. The young man preparing for his future career has not been able to secure adequate instruction in methods of controlling men. He could enter a technical school and be assured of securing practical instruction in dealing with any desired class of material things. Just as there could be no technical schools except as they are

founded upon the sciences, such as physics and chemistry, so there can be no adequate instruction in methods of influencing men except it be founded upon the particular science which deals with the thoughts and acts of men, *i.e.*, psychology.

Although the science of psychology is not a completed science, and even though its incompleteness is especially apparent in some particulars having special bearing upon the problems of business, yet the great fundamental principles of psychology are well worked out and these are of prime importance.

III. TYPICAL BUSINESS PROBLEMS FOR PSYCHOLOGICAL SOLUTION.

The purpose of the present work is to set forth certain facts and principles of psychology which are established, and which have a most direct and practical bearing upon the problem of influencing men under conditions existing in the business world. Typical examples of definite business problems for psychological solution are such as the following:

(a) How may I induce my employees to improve the quantity and quality of their work?

(b) How may I induce particular men to enter my employ?

(c) How may I sell you my line of goods by personal appeal?

(d) How may I induce you to purchase this same line of goods if I confine my selling plan to printed advertising?

IV. APPEALS TO REASON.

There are business men who have been eminently successful in handling men, and who because of their successes assert that our four typical problems have been definitely solved. They assert that their success is due to the fact that they respect the reasoning power of men. They secure improved service from employees by showing them the advantages of such improvement. They rely upon the argument that improved service leads to increased wages or promotion. They secure the services of new men by presenting the advantages of the proffered position in a logical manner. In

selling goods they analyze their propositions to find the strongest arguments in favor of the goods and then the arguments are arranged in a logical and climactic order. In preparing copy for an advertisement they use the "reason-why" copy and attempt to make the reader feel that there is "a reason why."

V. SUGGESTION IS A MORE SUBTLE FORCE THAN REASON.

There is another group of men, fully as successful, who assure us that their successes in handling men are due to a force far more subtle than reasoning. They grant the possibility of reasoning with men, and even concede that on paper it seems the wisest thing to do. In practice, however, they have but little confidence in argumentation, for they believe that men in the business world do not frequently carry out elaborate processes of reasoning. In securing increased efficiency from employees these successful managers of men claim that they have been successful because they have used suggestion rather than argument; because

they have appealed to "the subconscious self" rather than to the intellect; because they have thus secured immediate action rather than deliberation. Suggestion rather than argument has been depended upon not only for influencing employees but also for securing the services of new men, for selling by personal appeal and for selling by advertising.

VI. ALL METHODS OF INFLUENCING MEN MAY BE CLASSIFIED EITHER AS ARGUMENT OR AS SUGGESTION.

Since business success is largely dependent upon ability to influence men, and since all methods of exerting such influence may be classified under our two headings of Argument and Suggestion, it is of very great importance that we should be in a position to judge correctly the contention of the two classes of successful men as cited above—the one advocating argument (reason) and the other suggestion. To enable us to pass judgment wisely upon the respective claims we must understand exactly what are the results secured by argument and the results

secured by suggestion. Our point of view must be that of the man who is being influenced. What mental processes normally take place as a result of argument (the presenting of arguments) and what mental processes normally result from presenting suggestions? These questions must be answered before we are in a position to decide whether argument or suggestion is the better adapted for the uses of a business man.

CHAPTER II

AN ANALYSIS OF DELIBERATION.

OUTLINE.

Deliberation Results from the Presenting of Arguments or Reasons.

A Typical Act of Deliberation Consists of:

I. An Idea of Two or More Diverse Things Only One of Which may be Chosen.

II. An Idea of the Steps Necessary to Secure the Things.

III. A Feeling of Value Attaching to Each of the Things.

IV. A Comparison of Relative Values.

V. A Choice and Execution.

CHAPTER II

AN ANALYSIS OF DELIBERATION

Deliberation Results from the Presenting of Arguments or Reasons.

In the following analysis of the results of an argument it is assumed that the argument is good and that the man being appealed to is caused to consider or to deliberate. We shall try to discover what is meant by such expressions as:

"What do I do when I am deliberating?"

"What do you do when you deliberate?"

To make the analysis concrete and definite and to see its bearings upon our four typical problems the questions may be put in this form:

What do you do—

(a) When you deliberate as to whether you shall change your method of work?

(b) When you are deliberating as to

whether you shall accept or reject a proffered change in position?

(c) When you are deliberating as to whether you shall purchase or reject the goods offered by a salesman?

(d) When you are debating as to whether you shall respond to an advertisement?

A TYPICAL ACT OF DELIBERATION CONSISTS OF:

I. AN IDEA OF TWO OR MORE DIVERSE THINGS ONLY ONE OF WHICH MAY BE CHOSEN.

If I am attempting to induce you to change your method of work you deliberate only if you consider what I propose and if my proposition is in only partial possession of your mind—when your thought of my proposition is not free from your thought of your method of working; when you first have in mind the one method and then the other, and, even when you are thinking of the one, you are aware that the other is still to be thought of. First the new and then the habitual method of work occupies the

focus of attention but at no time does either secure the full undivided attention. So soon as you have settled on one alternative and thoroughly banished the other your deliberation has ceased.

If I am attempting to induce you to leave your present position and to accept a position with me, you may be said to deliberate upon the proposition if you seriously consider it in contrast to your present position. During the deliberation the alternatives successively enter the focus of attention. Reasons for retaining the old position and reasons for accepting the new keep passing through your mind. You feel all the time that the problem is not solved and that before you finish you are again to think of the alternative partially banished from thought.

If I am a salesman and am attempting to sell you my particular line of goods you do deliberate upon the purchase if you think of the goods as possible purchases but have a feeling that other goods must at least be considered. The other goods may never be fully in consciousness but their presence

must at least be sufficient to make you feel that the purchase of other goods is possible and worthy of consideration. My line of goods does not impress you as the only thing to be considered. In considering them you have a feeling that the evidence is not all in, and so you are led to consider, more or less definitely, competing lines of goods or to consider the advisability of not purchasing.

When you read an advertisement and deliberate as to whether you shall purchase the goods or not, the advertisement fails to occupy your complete attention. You compare the goods advertised with other similar goods, or you compare purchasing with not purchasing at all. The competing thoughts may for a time practically banish the advertisement from your mind. In some cases the advertisement seems to hold the attention continuously, but all the time you realize that there are other possible goods and so you consider the advertised goods in their relationship to the other and perhaps better known goods. You are said to have an idea of two or more acts or ends even though but one is clear and the other is present only

to the extent of making you aware that there is another to which you could turn your attention if necessary.

A Typical Act of Deliberation Consists of:

II. An Idea of the Steps Necessary to Secure the Things.

I shall purchase either a new encyclopedia or a new typewriter. I can not afford to purchase both at this time. I am deliberating as to which would be more useful. I have tried to get an adequate idea of each but I find that my ideas are not merely of encyclopedia and typewriter, but rather of myself-securing-and-possessing-the-encyclopedia, and of myself-securing-and-possessing-the-typewriter. I do not conceive of these possible purchases as things in the abstract but *myself as purchasing them* is an essential part of my deliberation. In imagination I go down to the book-store and select the volumes; in imagination I go to the telephone and ask to have the typewriter sent up on approval. In imagination I take the steps necessary to secure the things.

This taking of the necessary steps is an important part in deliberation. In anticipation we try out the thing proposed.

If I am thoroughly convinced that I want a thing I will take the trouble to find out what steps are necessary to secure it. If, however, it was a matter of but little difference which of two purchases I should make, I would make the one that caused me the least thought. If of two equally desirable advertised commodities one gave me full instructions as to how I should place my order and the other left me to think it out, I should take the line of least resistance and order the one which gave the instructions. Full directions as to the necessary steps for placing the order cause me to form an image of myself as ordering. This projection of myself in imagination into the future and into the acts necessary for placing the order greatly increase the chances that I shall respond favorably to the appeal.

In deliberation the idea of the necessary steps may be very vague and symbolic but in some form it is undoubtedly present. In persuading men it is wise to make this idea

of the necessary steps as clear and distinct as possible because of the very important part it plays in deliberation.

A Typical Act of Deliberation Includes:

III. A Feeling of Value Attaching to Each of the Things.

Not only are we capable of having knowledge about possible objects of choice but these ends thrill us more or less with pleasure or displeasure. The "thrill" may be very mild but it is an essential part of an act of deliberation. We are creatures with feelings and unless a thing awakens this feeling of value it is dropped from consideration.

If by the applications of rigid logic we have apparently succeeded in convincing a man "against his will" we should not be surprised to find him "of the same opinion still." If the arguments succeed in merely convincing him that he ought to perform a certain act, but if they do not make that act seem valuable, and hence if they do not cre-

ate a real desire to perform the act, the arguments have not been successful.

If I propose that you change your method of work the proposed change will not be considered by you unless it, to a degree, awakens hope, creates enthusiasm or appeals to you as being worth while. It must in some way make its appeal to human interest and human sentiment. The deliberation is not merely a logical process but is a process which is continued only so long as the ends being considered continue to awaken a feeling of value. So soon as this feeling of value fails to be present in connection with the old method of work or with my proposed method, at that moment deliberation is at an end.

A TYPICAL ACT OF DELIBERATION CONSISTS OF:

IV. A COMPARISON OF RELATIVE VALUES.

I recently deliberated as to whether I should attend the annual convention of psychologists at Minneapolis. When I tried "to think it over," what I actually was doing was not so much comparing *attending* with

not attending. My difficulty was rather in getting the alternatives classified so that I could compare them. This is typical of most of the comparisons in deliberation. In the discussion of comparison we assume that it includes the classifying of the alternatives so that they are rendered capable of comparison.

In an act of deliberation two or more possible choices must be considered, but more than that, the alternatives must be consciously compared and judgments passed upon them. There must be a feeling of value attaching to each of the possible choices and there must be a more or less explicit comparing of these feelings of value. Doubtless this comparing is often kept out of attention but in a typical act of deliberation the comparison is not subconscious but is a process which we perform more or less voluntarily and of which we are aware at the moment of making the comparison.

When you listen to my arguments in favor of my merchandise and are led to deliberate upon the purchase, you consciously bring together the advantages or values of

my goods in comparison with some competing goods and pass the judgment of more-valuable or less-valuable upon them. You not only think of one and then of the other or even of one in relation to the other but you think of the two alternatives as standing in a particular relationship to each other, *i. e.,* as having a greater or a less value. Unless there is such a comparison and unless it is more or less a conscious process you can not be said to have deliberated at all.

A TYPICAL ACT OF DELIBERATION CONSISTS OF:

V. A CHOICE AND EXECUTION.

Frequently arguments are presented and deliberation is begun but it is never completed because this last step (choice and execution) is not carried out. The great danger in attempting to influence men by means of arguments is just this, that the argument will cause the men to begin to deliberate but will not be adequate to secure the final and essential step.

A choice and an execution may result

without deliberation (*e. g.*, the result of imitation) so they are not the peculiarly characterizing features of deliberation. The steps which precede the choice differ in acts which may be classed as deliberative and in those which should not be so classed. We should reserve the term deliberation for the completed act including the five steps.

You may properly be said to have deliberated if you have decided to continue your old method of work (or to adopt the new):

(1) After you have had definitely in mind what is involved in the proposed change,

(2) After you have imagined yourself as taking the necessary steps to effect the proposed change,

(3) After you have felt the value of the new method as well as that of the old,

(4) After you have classified and compared the relative values and decided in favor of one of the alternatives or the other,

(5) And then have taken steps to put your choice into execution.

The choice may or may not be made with

a feeling of greater certainty because of the formal steps taken in reaching it. There is an assurance in the choice made after due deliberation which makes the individual feel satisfied with what he has chosen. However, a choice made without deliberation is frequently held to tenaciously even when assailed by later arguments against the wisdom of the choice.

The science of chemistry has rendered a great service to the manufacturer of material things by showing him exactly all the elements included in the material with which he works. The manufacturer adopts his methods to utilize so far as possible all the elements indicated by the chemical analysis. When the chemist reports the essential constituents of cement in the slag secured from steel, the manufacturer is enabled to convert his dump heap into a valuable by-product.

The science of psychology makes clear to the superintendent and to the salesman the factors involved in an act of deliberation. The salesman may make radical changes in his methods when he realizes that every act of deliberation includes a *feeling* of value

which attaches itself to each of the possible choices of things or acts. The superintendent may decide to adopt some other method than argument when he appreciates the mental processes included in a normal reaction to arguments. Every man whose success depends upon the influencing of men may be benefited by utilizing the findings of science rather than by following the rule of thumb or the traditions of the house.

The manager of a steel plant should know the chemical constituents of steel ore. The salesman or the superintendent who uses arguments should know what mental processes are awakened in the minds of men by the presenting of arguments. By understanding the workings of the minds of his men he should know (1) when it is wise to resort to arguments and (2) how to construct them to secure the maximum results. The answer to these two questions will be taken up in later chapters.

CHAPTER III

AN ANALYSIS OF SUGGESTION

OUTLINE.

Traditional and Modern Conception of Suggestion.

I. The Working of Suggestion is Dependent upon the Impulsive, Dynamic Nature of Ideas.

II. Suggestions are Given by External Objects (Usually Persons) and Result in Acts Similar to Imitative Acts.

III. Suggestion Includes No Comparison or Criticism.

IV. Suggestion Secures Immediate Response Without Any Delay.

Illustration of Principles.

CHAPTER III

AN ANALYSIS OF SUGGESTION

Traditional and Modern Conception of Suggestion.

We have been taught by tradition that man is inherently logical, that he weighs evidence, formulates it into a syllogism and then reaches the conclusion on which he bases his action. The more modern conception of man is that he is a creature who rarely reasons at all. Indeed, one of the greatest students of the human mind assures us that most persons never perform an act of pure reasoning, but that all their acts are the results of imitation, habit, suggestion or some related form of thinking which is distinctly below that which could be called reasoning. Our most important acts are performed and our most sacred conceptions are reached by means of the merest suggestion. Great commanders of men are not those who are best skilled in reason-

ing with their subordinates. The greatest inspirers of men are not those who are most logical in presenting their truths to the multitude. Even our greatest debaters are not those who are most logical in presenting the arguments in favor of their contention.

In moving and in inspiring men, suggestion is to be considered as in every way the equal of logical reasoning, and as such is to be made the subject of consideration for every man who is interested in influencing his fellows. While tradition regarded man as wholly logical, the modern conception, as already intimated, makes him largely a creature of suggestion. Nevertheless the whole subject of suggestion has been rendered ridiculous and its true value obscured by a group of men who with inadequate psychological learning, have been presenting suggestion as the open sesame to success in the business world. These teachers would lead the business man to assume that, by suggestion, an irresistible hypnotic spell could be utilized in business. In some instances correspondence courses in salesmanship pretend, upon the payment of a sum

of money, to teach any unsophisticated youth how to wield this mysterious and superhuman power.

Because of the surviving influence of the traditional view of man as essentially logical, and because of the recent silly exaggeration of the value of suggestion, the business man is inclined to look upon suggestion with little favor.

The following analysis is an attempt to present suggestion without exaggeration and to analyze it in such a way that the business man can see its possibilities in connection with his special task of influencing men.

I. The Working of Suggestion is Dependent Upon the Impulsive, Dynamic Nature of Ideas.

In trying to imagine how our minds work in making decisions or reaching conclusions we are inclined to accept the traditional view and to think of ourselves as acting according to the rules of formal logic. We thus assume that we think out the reasons pro and con, that we arrange these reasons in a log-

ical order, that we weigh the evidence and make our decision. We assume that after the conclusion has been reached or the action decided upon, we then, by a distinct effort of the will, initiate the action. We conceive of ideas as being nothing more than formal, inert reasons and we assume that to secure action we must add to our ideas the activity of the will.

As a matter of fact this conception of ideas is wrong and leads to error when we try either to interpret or to influence human action. The modern scientific conception of psychology is that ideas are the most live things in the universe. They are dynamic and naturally lead to action. This dynamic, impulsive nature of ideas is expressed in the following law:

Every idea of an action will result in that action unless hindered by an impeding idea or physical impediment.

It seems to be quite impossible for us to think of any particular action without at least to a limited degree making that action. The degree to which the idea of an act results in that act depends upon the "anticipa-

toriness" of the idea. As expressed in a recent treatise on psychology, this "anticipatoriness includes the consciousness of realness, of futurity, and of the dependence of the future end on present volition." The idea of an act may possess this element of anticipatoriness in varying degrees, but ordinarily it is present to a greater extent than we can perceive and hence the law as stated above may be received as the general expression of a fundamental and universal truth.

When I think of the letter "o" I find that there is a tension of the muscles of my lips. The same muscles are in action that would be used if I should pronounce the letter. If I think of the letter "q" there is a slight muscular activity at the base of my tongue. Modern psychology has invented ingenious devices for discovering these incipient movements and is enabled to find them where without some such devices they could not be discovered. The so-called mind reading is often nothing more than a clever observation and interpretation of these involuntary movements which accompany every idea of an act.

The wise parent and teacher make constant use of the dynamic nature of ideas. The one who fails to regard this fact gets into trouble. The solicitous parent who upon leaving her children said, "Now, children, whatever you do don't put beans in your noses," should not have been surprised upon her return to find that the children's noses were all filled with beans. The idea, "beans in the nose," simply took possession of their minds and the dynamic force of the idea led to the activity. In controlling children parents and teachers learn not to suggest the things which are to be avoided. The impulsive nature of the suggested ideas is too much for the children to resist.

The dynamic nature of mind is further shown by the fact which is expressed in the following general law:

Every idea, concept or conclusion which enters the mind is held as true unless hindered by some contradictory idea.

The general and universal tendency is to accept as valid all ideas, and this result fol-

lows in every instance unless with the idea there arises an idea of its falsity.

The significance of this fact of the dynamic nature of thought and its application to business must be apparent to all. If we can give a man any sort of an idea it is not necessary to convince him of the truth of the idea if we can keep conflicting ideas from arising in his mind. If I can get you to read the sentence, "Morgan and Wright tires are good tires," you will believe that they are good tires and that too without any further proof if only contradictory ideas do not surge up into your mind.

When a man is hypnotized and told that the world is to come to an end in thirty minutes he believes it fully because contradictory ideas do not arise to inhibit the suggested idea of calamity.

A crowd composed of intelligent citizens will accept as truth the most absurd utterances and applaud proposed plans which individually each man might scorn in derision. As individuals we inhibit more actions than we perform. A feeling of responsibility

and propriety restrains us individually in a way that is absent when we become absorbed in a crowd. Whatever is done by other members of the crowd seems proper; also, because of the many involved, the feeling of responsibility is removed from each member. The crowd, being relieved from the restraints of propriety, of responsibility and of critical thinking is in a condition to exhibit the dynamic force of ideas in an extreme form. There is an alacrity of response, an immediate carrying out of every suggested action, which is not apparent in the action of single individuals. The individual is wholly absorbed in the crowd purpose and is completely devoted to that purpose, whether it be the lynching of a negro, the adoration of a hero, the winning of the game, or the capture of the Holy Sepulchre. In times of panics the idea gets abroad that property is depreciating in value. This idea is accepted by most persons without proof simply because the attendant conditions keep contradictory ideas from arising in the mind. Hypnosis and the crowd re-

move the inhibitions and permit the dynamic nature of ideas to manifest itself.

II. SUGGESTIONS ARE GIVEN BY EXTERNAL OBJECTS (USUALLY PERSONS) AND RESULT IN ACTS SIMILAR TO IMITATIVE ACTS.

Unfortunately the word imitation is applied to two distinct classes of acts. If I come to the conclusion that a particular author is using an excellent style, I may consciously and voluntarily attempt to imitate his style. This sort of imitation is known as voluntary imitation. There is another sort of imitation known as non-voluntary imitation. This is well illustrated by the tendency to imitate a sneeze or cough. If one member of a group sneezes others are likely to imitate the act although there is no conscious desire to do so. If I associate with persons having a peculiar intonation of voice I am likely to imitate their peculiarities even though such is not my desire. This is the sort of imitative acts under consideration in this discussion. They are the sort

of imitative acts which we do without realizing it and which we certainly never voluntarily perform and hence they are known as non-voluntary imitative acts.

All acts resulting from suggestion are similar to these non-voluntary imitative acts. Indeed all non-voluntary imitation is the working of suggestion. Thus in a store I see a customer making a particular purchase and I receive the suggestion from this act and imitate it. I see a fellow workman increase his pace and although I have not intended to change my speed the chances are that the suggestion will lead to a non-voluntary imitation. If I see others joyous or sad they give me the suggestion of joy or sorrow and I non-voluntarily imitate their moods.

If all our suggestions, in so far as they result in actions, were received from persons we would discard the word suggestion as a useless term and employ only the term non-voluntary imitation. As a matter of fact we receive many suggestions from things as well as persons. As examples of suggestions received from things there

might be mentioned such devices as money-envelopes, return coupons, etc.

In carrying out all suggestions we feel much as we do when we imitate. We feel that we have not been forced, that we are doing just what we wish to do, that it is the only natural and rational thing to do under the circumstances. We deceive ourselves into thinking we are doing voluntarily that which we are doing from a mere suggestion.

III. Suggestion Includes No Comparison or Criticism.

When in conversation with certain individuals we discover that they are inclined to accept everything we say as true. They are willing at once to perform the proposed act, and they feel as we affirm, even though we state to them that they are sick when to all appearances they are well. Such individuals are called highly suggestible because they are inclined to act upon suggestions more readily than most persons.

There are other individuals who are inclined to the opposite extreme. They ques-

tion and criticise every statement we make. If we state that the atmosphere is bracing they reply that it seems to them to be very oppressing. If we state that they are looking much weakened, they assert that they never felt better in all their lives. If we propose a game of golf they are sure to have some reason for refusing the invitation. Instead of omitting to compare and criticise, these poor unfortunates are in such a condition that they seem to be compelled to criticise and reject everything proposed. Their degree of suggestibility has reached the zero point or perhaps they are in a condition that should properly be called one of contra-suggestibility. Abnormal suggestibility as well as the possession of any pronounced degree of contra-suggestibility renders the possessor unfit for business.

In suggestion neither the opposite nor any possible alternative to the thing proposed enters the mind. All normal persons are suggestible under certain conditions and take the suggestions given if these are of the right sort and presented properly.

IV. Suggestion Secures Immediate Response Without Any Delay.

In deliberation we must delay in order that sufficient time may intervene for possible alternatives to arise in our minds for us to compare them, and to make a choice between them. Deliberation thus places the subject in a more or less critical attitude and unless the argument is conclusive, this attitude is likely to be retained and the proposed action permanently resisted. Delay is essential for weighing arguments but every moment of delay increases the probability that no action will result. The inherent weakness of deliberation is expressed in the familiar quotation, "He who hesitates is lost."

In suggestion the proposed idea of an act is allowed to take its normal course, which, according to the impulsive nature of ideas, results in immediate action. The proposed act may be of such a nature that it can not be completed till some future time. Even in such instances the act is really begun at once even though it can not be completed

till later. For example, if it is suggested to me that I secure a ticket when down town to-morrow, and if without any consideration I consent to do so, my consent is due to suggestion and the tickets probably will be purchased to-morrow. The consent follows the suggestion immediately and the tickets will be purchased at the appropriate time and that too without any deliberation at the later time of purchase. Of course something might happen in the meantime which would cause me to consider the advisability of the purchase and in such a case it would cease to be an act of suggestion.

ILLUSTRATION OF PRINCIPLES.

The four principles revealed by the analysis of suggestion are best understood when applied to an extreme case, *i. e.,* to the condition known as hypnosis. Common charcoal and cut diamonds are each equally good examples of carbon. In the same way the working of suggestion may be illustrated by profound hypnosis or by the effect of such common advertising as "Use Pears' Soap."

In presenting the subject of suggestion to my classes in psychology I am accustomed to demonstrate its most extreme manifestations. Three of the most highly suggestible men students in the class are selected and seated in comfortable chairs in front of the class. Turning my attention to these three I get them to concentrate their minds upon the hypnotic condition as I depict it. After a few minutes I assert with a voice of assurance that their eyes are getting heavy, are heavy; are closing, are closed! If my remarks have been effectively given the young men find that their eyes do just as I suggest. After securing the successful working of this suggestion upon their eyes, I follow rapidly with other suggestions of increasing difficulty. I assert that their right arms are stiff and can not be moved. They often attempt to show that their arms can be moved but usually their attempts are unsuccessful. I assert that their left arms are light, are rising up and moving in a circle. This suggestion is usually successful. I suggest that the bottle which I hold to their noses contains a delightful perfume.

Thereupon they enjoy the odor immensely even though the bottle contains asafetida.

It is evident that the four principles found in the analysis of ordinary suggestion characterize this extreme form of suggestion also.

(1) The dynamic nature of thought was shown in that the idea conceived by the young men carried itself out even though it involved apparent absurdity. The idea, "my eyes are closed," made it impossible for these healthy young men to open their eyes.

(2) That the suggested ideas are presented by external objects or persons was illustrated by *my* giving all the suggestions to them.

(3) The absence of comparison and criticism was capitally illustrated in that the young men enjoyed the odor because I told them they would, even though the odor of asafetida is excessively nauseous.

(4) That suggestion secures direct response without delay was illustrated by the alacrity with which all suggested ideas were held as true and all suggested actions were executed.

No business man should ever have any-

thing to do with hypnosis. He should realize however that hypnosis is simply an extreme example of suggestion. In hypnosis he sees the extreme working of a method of influencing men which is available for him in less extreme forms. The value of the four principles revealed by our analysis of suggestion lies in the fact that they hold universally and hence are applicable to every instance in which suggestion is used as a means of influencing men. Later chapters of this series will deal with the very practical problems of (1) when the business man should use suggestion * and (2) how may suggestions be made effective? †

* Chapter VI.
† Chapter VIII.

CHAPTER IV

WHAT IS YOUR METHOD OF DECIDING QUESTIONS AND REACHING CONCLUSIONS?

OUTLINE.

Do People Deliberate or Do They Act upon Suggestion in Reaching a Conclusion?

Methods of Reaching a Decision:

I. Logical Reasoning: Benjamin Franklin's Method.

II. Reason—Authority: Bismarck's Method.

III. Reason—Emotion: Woman's Method.

IV. Reason—Suggestion: Flipped-Coin Method.

V. Suggestion: Unstable.

Which of These Methods are Used Frequently and Which but Occasionally?

CHAPTER IV

WHAT IS YOUR METHOD OF DECIDING QUESTIONS AND REACHING CONCLUSIONS?

Do People Deliberate or Do They Act upon Suggestion in Reaching a Conclusion?

In dealing with men we try to get them to accept certain conclusions, to select certain ends, or to act in particular ways. These results may be secured either by deliberation or by suggestion. The recognition of this fact immediately leads us to ask the following question, If conclusions may be reached, ends chosen and acts performed as the result either of deliberation or of suggestion, then as a matter of fact how do people decide,—do they deliberate or do they act upon suggestion?

In the previous chapters we discussed typical acts of deliberation and typical acts of

suggestion. As a matter of fact are these typical forms the usual forms of deciding? Are there some persons who habitually use the first of these methods and some the second? Or is it true that certain types of decisions are made by deliberation and others by suggestion? The answer to these questions leads to a study of the different methods which are actually employed in solving problems which arise from moment to moment and from year to year.

METHODS OF REACHING A DECISION:

I. LOGICAL REASONING: BENJAMIN FRANKLIN'S METHOD.

There is a type of deciding which corresponds perfectly to what was presented in the last chapter as a typical act of deliberation. We shall speak of it here as the Benjamin Franklin type. If you belong to this type and have a problem to solve (*e. g.*, change in method of work, change of position, goods to be purchased, etc.), you solve it (a) by getting a clear idea of the alternatives, (b) by getting in mind complete data concerning the means necessary for securing the alter-

natives, (c) by awakening the appropriate "feeling value" with each alternative, (d) by comparing the different alternatives, and (e) by logically and coldly accepting that alternative which the comparison shows to be the most worthy.

In applying this method we are often unable to reach a conclusion because of our inability to make exact comparisons and so are unable to decide which course of action is to be preferred. Benjamin Franklin used this method extensively and he has left us a description of the device he employed to reach the conclusion. The following is a quotation from a letter to a friend concerning a difficult problem:

"In the affair of so much importance to you, wherein you ask my advice, I can not, for want of sufficient premises, counsel you *what* to determine; but, if you please, I will tell you *how*. When those difficult cases occur, they are difficult, chiefly because, while we have them under consideration, all the reasons *pro* and *con* are not present to the mind at the same time; but sometimes one set present themselves, and at other times

another, the first being out of sight. Hence the various purposes or inclinations that alternately prevail, and the uncertainty that perplexes us.

"To get over this, my way is to divide half a sheet of paper by a line into two columns; writing over the one *pro* and over the other *con;* then, during three or four days' consideration, I put down, under the different heads, short hints of the different motives, that at different times occur to me *for* or *against* the measure. When I have thus got them all together in one view, I endeavor to estimate their respective weights; and when I find two (one on each side) that seem equal, I strike them both out. If I find a reason *pro* equal to *two* reasons *con,* I strike out the *three.* If I judge some two reasons *con* equal to *three* reasons *pro,* I strike out the *five;* and thus proceeding, I find where the balance lies; and if, after a day or two of further consideration, nothing new that is of importance occurs on either side I come to a determination accordingly. And though the weight of reason can not be taken with

the precision of algebraic quantities, yet, when each is thus considered separately and comparatively, and the whole lies before me, I think I can judge better, and am less liable to take a false step. And, in fact, I have found great advantage from this kind of equation, in what may be termed *moral* or *prudential algebra.*"

This method of Benjamin Franklin's is applicable to hesitation caused by considering the consequences of acting or of not acting, as well as to hesitation caused by weighing the respective advantages of several mutually exclusive actions. Although very few persons have ever employed the method in its entirety, as did Franklin, yet we all approximate the method in our deliberate actions. Most of us never clearly define the different reasons for or against any action and we do not hold the different reasons before us and compare them in a judicious manner. Ordinarily one reason for or against an action holds the attention and all other reasons are crowded out and serve to delay action but not to divert it. We are wise and judicious in proportion to our

ability to compare motives and decide according to reason, but most of us are neither wise nor judicious.

Doubtless you do not use this Benjamin Franklin method in the exact and formal manner as described by him. When you do use the method, you attempt to abbreviate it by referring the case to a general class and to one of the classes to which you have formed the habit of responding unhesitatingly. If you are considering the proposition of changing your method or speed of work, and, if you classify the act as one of "increased pay" you will decide in the affirmative; in the negative if you classify it as merely "an attempt of the boss to speed up his employees." If you are considering the offer to enter the employ of a larger firm you will accept it if you finally classify the proposed change as "greater possibilities"; you will reject it if you classify it as "loss of independence." The salesman will sell you the goods if he can get you to classify them as "good investments," he will fail if you classify them as "speculations."

In deciding according to this Benjamin

Franklin type, whether the process is carried on slowly and formally as advised by Franklin or whether it is shortened by referring it to a class with its stereotyped form of response, there is in either case (a) a deliberation involving comparison, and (b) a decision free from effort as soon as the evidence is all in and the case definitely classified.

Methods of Reaching a Decision:
II. Reason — Authority: Bismarck's Method.

There is a second method of deciding which is much like logical reasoning but differs from it in one very essential feature. In this second type after the evidence is all in there seems to be no balance in favor of either alternative, so the question is decided after the deliberation has been exhausted. The decision is finally made by an effort of will.

The struggle may be severe, but in any case the deliberation is brought to a close and the question settled by a determined, "I will!" The reason alone seems inadequate

to meet the case, so the authority of the individual is needed to supplant the reason. This type is therefore properly called the reason-authority type of decision, or the Bismarck type, if named after the one who is reputed to have surpassed others in deciding in this way.

In deciding according to the Franklin method the vanquished alternative drops out of mind and is not attended to at the crucial moment of decision. In the Bismarck method both alternatives are kept in mind and by an act of will the one is vanquished and the other selected. In making the choice the subject is aware of what he is losing and so must struggle to give it up.

If you decide problems according to the Bismarck method then at the moment of decision you will have in mind both the profits to be gained by a change of method of work and also the sacrifice of ease necessary to make the change. The evidence is not clear as to what is the right course to pursue and only by a determined, "I will!" can you settle it. If you settle the same question by the Franklin method, then at the moment of

decision one alternative has already been eliminated and the victorious one holds your undivided attention. In the Bismarck decision one alternative never succeeds in securing exclusive attention.

If the salesman has been unable to banish competing lines from your mind so that with other goods as well as his in mind you are compelled to make the effort to decide which you will choose, you decide according to the method of Bismarck. If he has succeeded in banishing all competing lines from your mind and has enabled you to make your decision without effort, then he has enabled you to decide according to the method of Franklin. As a matter of fact most persons use the Bismarck type of deciding rarely. We usually think of the person with a strong will as making frequent use of the Bismarck method. However, the man who is able to utilize the Franklin method is to be credited with an equally strong will. The man deciding according to Franklin's method shows his strength of will by his mastery in weighing evidence and classifying the cases that arise for solution.

The man deciding according to the Bismarck method shows his strength of will by deciding without delay. Franklin's method is in general the more desirable form of strength of will but in a crisis Bismarck's type of strength of will is necessary for heroic action.

Methods of Reaching a Decision:

III. Reason—Emotion: Woman's Method.

The woman's method of decision differs materially from the two preceding types. In this third type insufficient time is given to the deliberation, or difficulty is found in classifying the problem. The deliberation is interrupted by a sudden extreme feeling of value attaching itself to one or the other of the contemplated alternatives. The feelings rush in and take the place of reason. In deciding by the woman's method we are scarcely able to see how we reached our conclusion and we often speak of such decisions as being intuitive. We simply feel that we should decide in a certain way and for-

tunately the feelings are frequently right. Women are supposed to decide in this way more often than men. They are supposed to have more perfectly developed instincts or intuitions. Their sentiment vanquishes attempts to utilize sophisticated reasoning and the outcome is frequently wise and in every way as worthy of respect as are the results of more complete forms of deliberation.

A single illustration will make clear this method of deciding. If you are contemplating a change in method or speed of work, and are considering the alternatives, you decide according to the woman's method if a sudden rush of feeling or rise of sentiment towards one of the alternatives cuts short your deliberation and settles it for you even though the evidence is not yet all in and though the "I will!" has not been resorted to.

This method is not at all confined to women but is a very common method of deciding any question in which feelings and emotions are prominent.

METHODS OF REACHING A DECISION: IV. REASON—SUGGESTION: FLIPPED-COIN METHOD.

The flipped-coin method of deciding is like the woman's method in that in each the deliberation is suddenly cut short and a definite conclusion reached. The flipped-coin method differs from the woman's method, however, in that the factor which brings the deliberation to an end in the woman's method is an internal stimulus—a surging up of feeling; the factor which stops the deliberation in the flipped-coin method is an external stimulus accidentally arising at the critical moment.

If I am debating whether I shall continue my work or go to the ball game, I may feel that either course is not far wrong and yet I may be unable to decide which to pursue. In such a dilemma I sometimes flip a coin and let the chance falling of the coin settle the matter for me. This device for settling problems is typical and is intended to symbolize numerous decisions in which we permit some external happening to take the

place of further deliberation. When our attempts to deliberate have been futile we sometimes "wait for the question to settle itself." This may mean that we abandon all hope of settling the question; it may mean that we are waiting for further evidence; but it frequently means that we have merely ceased to deliberate and are waiting for a successful suggestion.

If you are debating as to whether you shall change your place of employment, and if you are having difficulty to decide, you may suddenly stop your deliberation and imitate the action of a fellow employee who has succeeded in solving the same problem for himself. The fact that you had attempted to decide the problem by deliberation and had failed puts you in a position where a chance suggestion acts most powerfully. Reason thus gives way to suggestion, whether the suggestion be given by such a method as flipping the coin, the example of a companion, or by some more worthy external cue to action.

This flipped-coin method is frequently employed in purchasing goods. If you are

deliberating concerning the purchase of a fountain pen and the relative merits of the different makes have not enabled you to decide according to logical processes as to which one to purchase, the sight of an advertisement of one of the makes may settle the question for you. If you are passing a stationer's store and see one of the makes in the window, the sight of the pen may be a sufficient suggestion to end the deliberation and to secure the purchase of the pen.

The genial companion, the hail-fellow-well-met, uses this method of decision very extensively. Most of the things we do are not done for sufficient logical reasons. The man who refuses to give heed to the suggestions of his fellows and to determine his actions accordingly is not a pleasant person to be with. Where logical reasons are adequate they should be followed. An attempt to consider, to deliberate should be as universal as possible. But since most questions do not admit of logical determination, much opportunity is left for suggestion as supplementary to reason. This form of determination is perhaps more common in the

business world than any of the types previously discussed. We start to reason but end with suggestion.

METHODS OF REACHING A DECISION: V. SUGGESTION: UNSTABLE.

The method of deciding which involves no deliberation whatever is called suggestion. The thing is accepted at once and acted upon without any hesitation and hence without any possibility or tendency to deliberate.

If I propose to you that you change your method of work—either as to quality or quantity—and if you accept the proposed change without weighing the merits of the case and without considering the rejection of the proposal, then you decide in a way that is properly designated as the working of suggestion. If I propose that you "quit slaving for your old boss" and "get into the band wagon and join forces with me," your acceptance is the result of suggestion unless you consider the advantages of remaining in your former position and consider also the disadvantages of entering

my employ. If I offer you my line of merchandise in such a way that my method of offering it or my "personal magnetism" are sufficient to cause you to buy without consideration, you then act upon suggestion. If the assertion in my advertisement, "Morgan and Wright tires are good tires," unsupported by any form of argumentation, should convince you that my tires are good tires, then your conclusion would be wholly due to my suggestion.

WHICH OF THESE METHODS ARE USED FREQUENTLY AND WHICH BUT OCCASIONALLY?

When we study the classifications of methods of deciding we see that the various classes differ first as to the prominence of deliberation, and second as to the manner in which the deliberation is completed or avoided. In Franklin's method the deliberation is fully developed; with each succeeding class this deliberation grows less till in the last class it is wholly absent. In the Benjamin Franklin method the deliberation is brought to an end by balancing the

books; in the Bismarck method by a tug of the will; in the woman's method by a sudden awakening of the feelings and emotions; in the flipped-coin method by a chance suggestion, and in pure suggestion deliberation is avoided altogether because of the extreme working of the suggested conclusion, end or activity.

Every question you decide is settled according to one of the methods here considered. It becomes a matter of interest and importance to know which of these methods are used frequently and which ones but occasionally.

Formerly it was supposed that man was primarily a reasoning creature and that he decided practically all questions according to either the Franklin or the Bismarck method. Suggestion was relegated to abnormal psychology and supposed to be characteristic of children and hysterical adults. A more careful study of the methods used in everyday experiences has brought out the fact that Franklin's method and the Bismarck method are not common methods in the usual experiences of life in the home, on

the street or in the business and industrial world. More common than either of these two are the methods of deciding in which deliberation is curtailed by some other shorter and simpler method of reaching a conclusion.

A study of the methods which we all use in deciding leads inevitably to the conclusion that some problems are solved one way and some another. There is perhaps no normal adult who does not employ at least occasionally each of the methods described above. Under certain conditions we use one method and under different conditions we use others. We vary from day to day and from moment to moment in our susceptibility to argumentation and to suggestion. In deciding certain classes of questions we do not feel satisfied till we have deliberated; in other instances we feel no such need for deliberation but respond with alacrity to appropriate suggestions; persons and classes of society differ also in the extent to which they use the different methods of deciding questions.

CHAPTER V

WHEN TO USE ARGUMENTS AND WHEN SUGGESTIONS IN INFLUENCING MEN

OUTLINE.

Both Argument and Suggestion are Effective in Influencing Men.

I. Argument Preferred in Exploiting Any New Thing: Educational Campaign.

II. Argument Preferred in Exploiting Anything Having Unusual Talking Points.

III. Argument Preferred when It is the Exclusive Form of Persuasion.

IV. Argument is Necessary in Influencing Professional Buyers.

V. Argument Sometimes an Effective Form of Flattery.

CHAPTER V

WHEN TO USE ARGUMENTS AND WHEN SUGGESTIONS IN INFLUENCING MEN.

Both Argument and Suggestion are Effective in Influencing Men.

The four preceding chapters have made it evident that both argument and suggestion are to be used in influencing men. Under some conditions men cannot be influenced except by arguments; under other conditions arguments are less potent than suggestions. Some men are especially susceptible to one of the forms; certain classes of decisions may be secured by one of the methods of deciding more readily than by another. Furthermore some men are naturally experts in presenting arguments while others are most successful when avoiding arguments and depending upon suggestions.

With our present incomplete knowledge of business psychology it is impossible to

define all the conditions under which the business man should make use of argument or suggestion. However, enough has been ascertained to provide the business man with a fairly satisfactory chart for his guidance.

In the following discussion special attention will be given to advertising because our psychological knowledge of that branch of business is well advanced, because advertising is a good typical form of business and because it has a definiteness and concreteness about it that makes it good as an illustration. Each business man should be able to make the applications to his own business, for men are largely the same in all forms of business and industry.

I. ARGUMENT PREFERRED IN EXPLOITING ANY NEW THING: EDUCATIONAL CAMPAIGN.

That argument is needed in exploiting new goods is a statement that holds true of all merchandise whether a new class of goods or merely a new brand of an old class.

I secured a phonograph and records for the language phone method of teaching a

foreign language because of argument. Until I had considered these arguments the suggestion that I should secure the equipment would have had no effect upon me. In selling similar novel devices some sort of a protracted educational campaign is ordinarily a prerequisite. The typewriter which I purchased was a make new to me and I would not have been influenced by suggestion to make such a purchase, but I did yield to what seemed to me at the time sufficient reason for my action.

In exploiting a new brand or a new make of a well-known article, the arguments should be devoted to presenting the new features even when the article as a whole may best be sold by suggestion. Thus when a new type of piano player is put on the market and one which increases the orchestral effect of the piano, this fact should be presented in the form of an argument for the purchase of this particular player. The public should be persuaded by arguments to select this particular make, if they purchase at all, and then the suggestions to purchase may be effective.

Argumentation is the only effective method of inducing men to perform important, new, and unfamiliar acts. I would spend a nickel upon the merest suggestion that I should do so. I would not spend a thousand dollars upon suggestion but only as the result of deliberation following the presentation of arguments. In inducing people to spend money, arguments are essential if the amount of the purchase is any appreciable proportion of their total capital. In inducing people to purchase, the power of suggestion decreases directly with the increase of the proportion of the cost of the article to their total wealth. The working of suggestion is then not dependent directly upon the size of the purchase but upon the proportion of the cost to the total wealth. It may mean as much for me to purchase a current magazine as for a capitalist to purchase a block of new stock. In such an instance suggestion might be equally effective in inducing me to purchase the magazine and the capitalist to purchase the stock.

Arguments are necessary in persuading men to change their customs and habits.

The introduction of the piece rate system into a community accustomed to fixed wages demands arguments. To induce men to enter unknown fields of activity demands an educational campaign based on arguments.

II. Argument Preferred in Exploiting Anything Having Unusual Talking Points.

Occasionally staples or specialties which have altogether unusual talking points are placed on the market. In some instances the price is actually lower than that of competing goods. Thus some of the newer brands of sewing machines which sell for $40 are fully equal to the Singer Sewing machine which is sold for $60. Some of the newer makes of automobiles are fully equal to the older makes which sell for several hundred dollars more per car.

Goods are sometimes placed on the market which are clearly superior to all competing goods and yet cost no more or but little more. When the Domino Lump Sugar was first put on the market it was cleaner, more convenient and more attractive than any

other sugar on the market. The Domino Crystal Salt was at one time the only salt on the market which did not cake and which ran freely from the container. The Gillette safety razor had very decided points of superiority over any of its original competitors.

When goods have such talking points on price or quality as those here cited they should be used as the basis for arguments for the purchase of the goods. These particular strong points should be emphasized and so presented to the possible customers that they would be influenced to compare these goods with the competing lines. The customers should be led to use logical reasoning, for if they do the result of their deliberation will be a definite balancing of accounts in favor of the goods with the unusual arguments. What is said of selling goods may be said of all attempts to influence men. If there are altogether unusual and convincing arguments available they should be utilized as far as possible. If an attempt is being made to induce workmen to change from fixed salaries to the piece rate

system and also to increase their output very materially, the men should be shown by clear and convincing arguments that their wages would be permanently increased by the proposed change.

III. Argument Preferred when it is the Exclusive Form of Persuasion.

Possible customers are subjected ordinarily to more influences than that of advertising. They see others purchasing the goods or hear of their friends purchasing them, and are thus subjected to the influence of imitation. The salesman attempts to sell them the advertised goods and so brings his personal influence to bear upon them. They inspect the goods and so supplement the words of the advertisements with observation. They may have had other and favorable experiences with the goods or the house and so in one way or another they are predisposed to do that which the advertising attempts to induce them to do. With customers thus predisposed to purchase, suggestion may be sufficient, but where some

influence other than advertising is not exerted and where the customers are not predisposed to make the purchase, there is need of "reason-why" copy, of "data-built" copy. Facts, data, reasons must be presented in sufficient abundance to enable the uninterested possible customer to overcome his indifference and to see *why* it is to his interest to purchase the goods.

Occasionally advertising is the exclusive selling plan. This is frequently the exclusive method employed by mail-order houses. In such instances it is wise to present arguments pretty fully so that the readers may have adequate data for accepting or rejecting the goods. The advertisement may well be of the sort spoken of as "reason-why copy," "data-built copy," etc.

IV. ARGUMENT IS NECESSARY IN INFLUENCING PROFESSIONAL BUYERS.

In selling to professional buyers mere suggestion is not sufficient. Suggestion has its place here but there is absolute necessity for "reasons why." The merchandise must be shown to meet the demands especially

sought in such goods. The professional buyer habitually analyzes and compares, at least more than ordinary purchasers. The goods offered do not stand out in his mind as unrelated things but they are seen in relation to other goods of the same class. The professional buyer does not purchase merchandise because it is *good* but because it is *better*. In order that he may be assisted to formulate this judgment of better the merchant must furnish him with adequate data.

What has been said of methods of selling to professional buyers may be applied directly to methods of selling strictly scientific goods.

V. Argument Sometimes an Effective Form of Flattery.

Argumentation is often advisable because people like to assume that they are following their reason. The arguments in favor of an automobile may not be comprehended and yet after reading the arguments the reader may decide to purchase the particular make because he assumes that the arguments

would convince him if he could understand them. In advertisements of grape nuts the statement, "there's a reason," has weight even though the reader has no idea as to what the reason is to which reference seems to be made. We often demand that appeals should be made to the reason and until such an appeal has been made we are unwilling to decide. We are flattered by attempts to convince us with reasons and so the "reason-why" copy is more successful in advertising than one might anticipate even in instances where decisions are not the result of deliberation. The mere presence of arguments may often allay suspicion, though not an argument is read. Even where the arguments are read, their significance may not be appreciated in the least and yet the reader may be so flattered by the presence of the arguments that they are as effective in securing a decision as they would be if the arguments were fully understood.

CHAPTER VI

WHEN TO USE ARGUMENTS AND WHEN SUGGESTIONS IN INFLUENCING MEN. (Continued.)

OUTLINE

I. Suggestion Preferred when Inadequate Time is Given for Arguments.
II. Suggestion Preferred in Securing Action Following Conviction.
III. Suggestion Preferred as a Supplementary Method of Convincing.
IV. Suggestion Preferred in Dealing with the General Public.
V. Suggestion Preferred for Securing Immediate Action.
Argument or Suggestion: Résumé.

CHAPTER VI

WHEN TO USE ARGUMENTS AND WHEN SUGGESTIONS IN INFLUENCING MEN. (Continued.)

I. Suggestion Preferred When Inadequate Time is Given for Arguments.

An argument cannot be presented in as brief a form as a suggestion. If people would stop to read the arguments appearing in advertisements, then doubtless all advertisers would make extensive appeals to the reason. By careful investigation it has been determined that but few people spend much time in reading advertisements. It has been estimated that the average reader does not spend more than ten minutes in reading the advertisements appearing in a single issue of a monthly magazine, a daily or a weekly paper. That is to say, the reader of a magazine glances through one hundred pages of advertisements in less than ten minutes. Advertisements in daily papers are read

equally fast. A common practice is to turn over all the pages, to glance at all the advertisements, excepting the smallest ones, but to read few or none of them. For this great class of potential buyers arguments are usually lost. If a single suggestion is given by means of a picture or of display type, the advertisement may be effective with thousands of persons who would not take the time or the trouble to read the arguments.

The question concerning the relative merits of arguments and suggestions in advertisements is not whether people are affected more by the reading of arguments than by the reading of the suggestions. The question is whether the argument or the suggestion is the more effective method of appealing to the average man who reads all sorts of publications, who rides on street cars and passes by the bill boards. The probable answer is that most people are affected more by suggestions in advertisements than by argumentations simply because they will not take time to read the arguments to the same extent that they do take time to read the

suggestions. The long argument is read by a few and these few are much impressed; the short argument is read by many and they are all a little affected. Other things being equal, the *number* of persons who will read an advertisement decreases directly as the size of the copy increases. The *effect* produced by the reading of the advertisement increases directly as the size of the copy.

II. Suggestion Preferred in Securing Action Following Conviction.

In advertising goods thoroughly known argument is often superfluous and mere suggestion is adequate. Most magazine readers are convinced that Ivory Soap is a good soap. All that is left for the manufacturer to do is to give the suggestion which will lead to the purchase. If it is deemed wise to convince the public that the familiar goods possess a particularly desirable quality this may often be accomplished by suggestion instead of by argumentation, provided the goods are already well established in the

confidence of the people. A familiar example is that of the attempt to convince the public that Ivory Soap is particularly pure and delicate. This suggestion of purity and delicacy is given by means of artistic pictures showing cultivated people using the soap and using it for delicate work. The suggestion is also given by means of the repetition of the phrase, 99 44-100 pure. General readers are affected by this suggestion, and have come to the conclusion that Ivory Soap is particularly pure even though they are quite unable to cite a single reason for such a conclusion.

In our task of persuading men, perhaps in most instances, we attempt to get them to do what they already know they should do. The superintendent does not have to convince his men that they should render better service. The function of the superintendent is rather to get men to do what they already know they should do and what in fact they themselves desire to do. The right suggestion helps the men and encourages them to do what without suggestion is impossible for them. The suggestion

to the desired action needs to be frequently repeated that it may be constantly in mind. This repeating of the same suggestion over and over again has a cumulative effect which is greater than could be secured by lengthy or by diverse arguments.

III. Suggestion Preferred as a Supplementary Method of Convincing.

Much advertising is intended not to sell goods but to supplement other selling methods. This is true not only of street car and poster advertising but also of much advertising waged in magazines and newspapers. The supplementary nature of advertising is particularly apparent in advertising such things as automobiles, typewriters, dictographs and in all forms of insurance and financial advertising. The function of the advertisement in such instances is to get the potential purchaser in a favorable attitude toward the commodity and then the consummation of the sale is left to the salesman, booklet or catalogue, or to some other person or selling device. This supplementary

advertising may sometimes use arguments, but its chief dependence is upon suggestion.

Street car and out-door advertising is in the main only supplementary and hence suggestion is extensively used, while logical arguments play a less important part. In advertising goods which are to be purchased at a later time and only after inspection it is not necessary to convince the customer by reasons presented in the advertisement but to suggest some single fact which may be sufficiently compelling to cause him to inspect the goods. In this way the supplementary advertising greatly simplifies the task of the clerk, the drummer or the selling plan whatever it be.

In persuading men, logical reasoning is practically never to be used alone. After the arguments have been presented, skillful suggestions should be used as a supplement. This supplement often changes threatened defeat into success. The skillful pleader before a jury, the wise politician and the successful superintendent of men all alike are compelled to resort to suggestion to supplement their arguments in their attempts to influence men.

IV. Suggestion Preferred in Dealing with the General Public.

If we should divide all customers into the two classes, professional buyers and the general public, then in appealing to this latter class special attention should be given to suggestion. In an advertisement containing both a good suggestion and a good argument, the suggestion is read often and the argument rarely. From infancy we have been accustomed to respond to suggestions so frequently that we follow this habit in purchasing merchandise even though we ought to make such purchases only after due deliberation. Deliberation is a process of thought which is very elaborate and very exhausting. The general purchaser—the housewife—does not ordinarily rise to such an undertaking but contents herself with a process very closely approximating the working of pure suggestion. Even though she begins to deliberate, the process is likely to be cut short by the effect of a clever suggestion. A suggestive picture means more to her than any possible massing of facts and figures. Such a suggestive phrase as "Spot-

less Town" when associated in her mind with Sapolio becomes more effective in selling her a washing compound than any statement concerning its chemical purity. The suggestive force of imitation is with her so powerful that she follows the actions of others with more confidence than the findings of her own deliberations.

V. SUGGESTION PREFERRED FOR SECURING IMMEDIATE ACTION.

President Hadley of Yale recently delivered an address in the Auditorium at Chicago. At the time he was suffering from a very severe cold. In the midst of his remarks he stopped, remarked that he was a victim of a cold and cleared his throat. Immediately not less than a hundred persons in the audience began to clear their throats and to cough till it was difficult to hear him speak for some minutes. Not long ago I was in a company where a man in a conspicuous position yawned. Immediately a score of persons were affected by the suggestion and unconsciously imitated his action. The

pecuniarity of suggested action is that the action follows at once upon the giving of the suggestion. The result of presenting arguments is deliberation with its attendant hesitation.

Where any sort of an educational campaign is to be waged preceding the desired action, arguments are desirable. When immediate action is sought and no attempt is being made to educate, suggestion is preferred. In creating sentiment in favor of a magazine, data must be presented concerning the virtues of the magazine. When the magazine is out and on the news stands and the purpose of the advertisement is to secure immediate purchase, then suggestion is superior to argument. The greatest suggestion in securing immediate sales of a magazine by means of advertising is reputed to have been the advertising done by the Delineator when they forced us to purchase by the use of suggestion, "Just get the Delineator!"

Argument or Suggestion: Resume.

To influence men effectively is no simple

task. Some men seem naturally gifted with this power and are able to accomplish as much intuitively as are other men after much study devoted to the subject. The men with such talents as well as those less generously endowed may increase their skill in influencing men by proceeding scientifically at their task. The two methods available for influencing men are those of argument and suggestion. Which general type to employ is a problem that can not be easily solved. In attempting to secure light upon the subject and to choose wisely between argument and suggestion the business man can not safely follow the advice of his chance counselor nor may he follow precedents, for there is no uniformity among counselors nor among successful precedents.

If the business man is an advertiser and is considering methods of influencing the public he can decide wisely only after a careful analysis of the problem confronting him, both because of the nature of his goods and because of the nature of the responses that may be secured from his possible customers. If his goods are new, an educa-

tional campaign must be waged in which logical arguments have a prominent place. If his goods have unusual talking points, these should be presented. If he depends upon advertising exclusively, he must then supply his customers with adequate data for purchasing the goods. If he is selling mainly to professional buyers, arguments are essential. If his possible customers may be induced to glance at his advertisement but may not be induced to read arguments, then arguments should in the main be eliminated and suggestions made effective. If his goods are thoroughly known to the customers a mere suggestion may be more effective than any possible argument. If the advertisements are depended upon not to sell the goods but merely to familiarize the public with the goods or to make them favorably disposed towards the goods, then suggestion is all the case demands. The general public responds more readily to suggestions than to arguments, hence in dealing with this large group it is usually wise to construct the copy according to this habitual method of response of the general public. Imme-

diate action is more often secured by suggestion than by argument.

Whatever the end sought through persuasion the problem is similar to the problem of selling goods by means of printed forms of advertising and the solution of the problem is equally complex and equally important in every line of business.

After the business man has analyzed methods of persuading men and after he has decided to employ either argument or suggestion, then a further problem awaits him,—How shall he construct his arguments or his suggestions so they will secure the maximum results? The next two chapters will deal with these further problems.

CHAPTER VII

MAKING ARGUMENTS EFFECTIVE

OUTLINE.

I. The Requisites of Completed Deliberation.
II. Creating an Adequate Idea of What is Offered.
III. Creating an Idea of Value.
IV. A Classification of Conceptions which Led to Purchases.
V. The How Supplements the WHY in an Argument.
VI. The Place of Feeling and Sentiment in an Argument.
VII. Weighing the Evidence.
VIII. Concluding the Argument.

CHAPTER VII

MAKING ARGUMENTS EFFECTIVE

I. The Requisites of Completed Deliberation.

As was shown in a previous chapter (Chapter II, An Analysis of Deliberation), we present arguments in order that we may make people deliberate. That their deliberation may be complete they must do five things:

(1) They must have an adequate idea of the thing which we are attempting to persuade them to choose or to do.

(2) They must have a clear idea of just what they must do to choose the thing proposed.

(3) They must be led to attach value to our offer.

(4) They must consciously weigh the evidence which we have presented in com-

parison with reasons for selecting other things or of not acting at all.

(5) And finally they must be led to make the choice or to perform the act which we are advocating.

The strength of an argument depends upon the success it has in causing persons to perform these five essential steps in a typical act of deliberation.

II. CREATING AN ADEQUATE IDEA OF WHAT IS OFFERED.

An argument must give data concerning the thing proposed. The skill is not so much in giving much data as in giving the most effective data. The real essential nature of most things does not consist in the material substances which compose them but in the relationships and functions which they sustain. Water is not adequately described by stating that it is composed of two parts of hydrogen to one of oxygen. The important thing about water is the uses which may be made of it. No one is able to give an exhaustive description of anything. The relationships which even a simple thing sus-

tains are innumerable. A bar of soap may be completely described so far as its chemical constituents are concerned but no exploiter of soap has been able to tell us all that might be said about his soap. There is no end to the possible uses, the possible methods of securing it, the possible savings and delights which may be secured from it.

In presenting an argument in favor of any proposition it is not necessary to present much data but only such data as is essential to the purpose in hand. The question then naturally arises as to what data should be presented and what omitted. This question can not be answered merely by a study of the thing offered for sale, or of the act desired but rather by a study of the persons who are to be affected by the argument.

III. CREATING AN IDEA OF VALUE.

In so far as possible we all reduce our actions to habit and respond in a stereotyped way to whole classes of things. There are certain classes of things which we habitually reject without hesitation; there are other classes which we accept in a perfectly auto-

matic manner. Every business man has formed the fixed habit of rejecting every proposition which he classifies as unprofitable. He has an equally fixed habit of accepting anything which he classifies merely as profitable. The function of my argument is then to cause the public to classify my proposition with a group towards which they have formed the habit of acting favorably. Thus if I can get business men to classify my offer as profitable they will accept it; if they classify it as unprofitable they will reject it.

In reality, arguments are necessary only in advocacy of propositions which are so complex that they can not readily be classified with a single group of things towards which action is stereotyped. If I am trying to persuade you to purchase a home you may classify the purchase of the particular piece of real estate as securing a home, a good investment, or an act which will please your family, or an act which will bring you into association with very desirable persons. On the other hand you may classify the purchase of this real estate as the sort of deal

which a friend made and on which he lost heavily, as a move which would limit your freedom of action, as removing you too far from your place of business, as being an outlay of money greater than is warranted at the present time, or as making it impossible for you to be in the market for a bargain. All I can do by argument is to present the real estate to you in such a manner that you will be likely to classify it with the things toward which you act favorably with the greatest alacrity, and to try and keep out of your mind everything which would lead you to classify it according to some of the unfavorable groups. As a real estate dealer I must find out what particular conceptions of real estate are most likely to be grouped in classes towards which the possible dealers are accustomed to respond most favorably. If my patrons are conservative and respond regularly only towards what seems to be particularly safe then I must emphasize the substantial nature of my offerings. If they are looking for an investment, then I must show how the city is growing and how there will be ready

sales. Great skill is required in presenting any commodity so that it will be most favorably classified.

A dictating machine is a new business appliance. Whether the business man will purchase it or not depends upon how he classifies it. The reproduced advertisements of dictating machines, Figures 1, 2, 3, and 4, are all excellent attempts to present arguments such that the customers may classify the equipments favorably. The advertisement reproduced as Figure 1 presents the business phonograph as a simple device, as an apparatus easily operated and as simple as the telephone. The advertisement reproduced as Figure 2 represents the phonograph as a device for increasing the efficiency of typists. The advertisement reproduced as Figure 3 presents the business phonograph as a device to relieve the business man of the embarrassing presence of the stenographer and to enable him to concentrate his mind upon his letters. The advertisement reproduced as Figure 4 represents the Dictaphone as a device, (a) to save the time of a busy man, (b) to increase the efficiency of

The simplicity of the Edison Business Phonograph

is like the simplicity of the telephone. You just talk directly to the man who reads your letters as you talk to the man on the other end of the phone.

Simply slip the cylinder on to the machine, press on foot-trip and talk. It's even simpler than the telephone, for you don't have someone at the other end of the wire constantly butting in with "louder, please," or "get closer to the phone."

Your dictation is not held up while you are waiting for the stenographer to get through taking someone's else dictation. Besides, you can dictate to the Edison Business Phonograph twice as fast as a stenographer can take it—or as slowly as you please. And the typewriter operator can transcribe your dictation nearly twice as fast as from shorthand notes. And none of her time is lost in taking your dictation. It is all spent at the machine, typewriting.

Let the Edison dealer near you demonstrate the Edison Business Phonograph to you on your own work in your own office, without obligating you in any way to purchase. Or write to us for full particulars.

Edison Business Phonograph Company, 200 Lakeside Ave., Orange, N.J.

340 Kent Street, Sydney, N. S. W.

Figure 1

Equalizing the work in your office means far greater average efficiency. With the

Edison Business Phonograph

no one girl is "snowed under" with enough work to keep her busy an hour after closing time while another sits practically idle half the afternoon, simply because they can't read each other's notes.

And no dictator sits idle waiting for a stenographer to be at liberty to take his dictation. He dictates the replies to his letters as he reads them, right off the reel, into the Edison Business Phonograph—and any typewriter operator in the office can transcribe them, twice as fast and with a far lower percentage of errors than from shorthand notes.

And no stenographer's time is consumed in taking dictation—it is *all* spent at the typewriter in actual *productive* work.

The use of the Edison Business Phonograph in your office will raise the standard of efficiency and reduce your cost of letter writing at least 50 per cent.

The Edison dealer near you will demonstrate the Edison Business Phonograph to you on your own work in your own office. Or write us for full particulars to-day.

Edison Business Phonograph Company, 200 Lakeside Ave., Orange, N. J.
240 Kent Street, Sydney, N. S. W.

Figure 2

Think of the advantage of dictating your mail without the embarrassing presence of the stenographer, waiting, pencil poised, to get your every word and sending your best thoughts sky high.

Such an advantage is possible only with an

Edison Business Phonograph

It permits of *concentration*—quiet, uninterrupted thought—work without waste of nervous energy and back of it all the assurance that these sane, logical, concise and forceful letters you have dictated will be typewritten without error and without your assistance—a thing impossible in any office where your words must be translated into shorthand and then back again before they are sent out.

You need the Edison Business Phonograph in your business. Let the Edison dealer near you demonstrate it in your office on your work. There is no obligation.

Edison Business Phonograph Company, 280 Lakeside Ave., Orange, N.J.
347 Kent Street, Sydney, N.S.W.

Figure 3

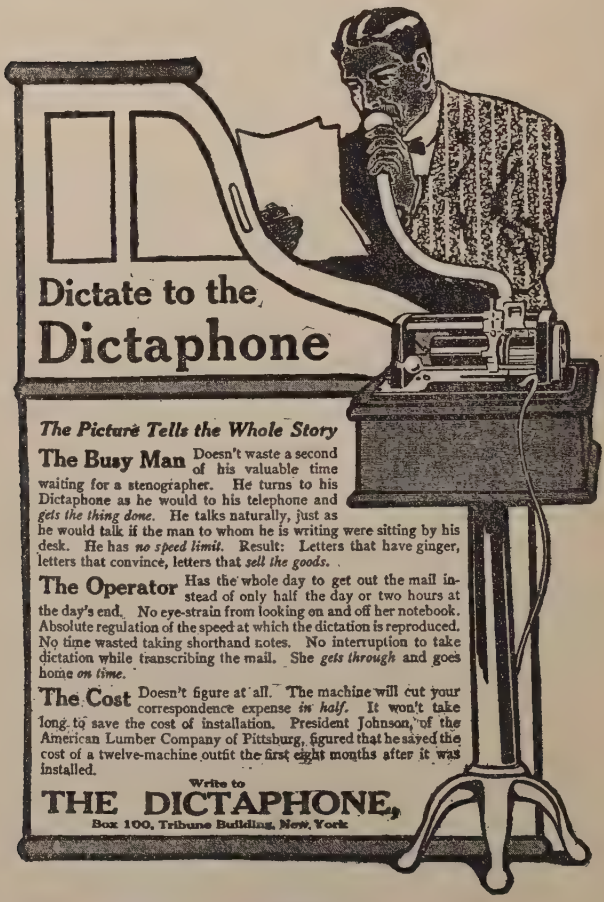
Dictate to the
Dictaphone
The Picture Tells the Whole Story
The Busy Man Doesn't waste a second of his valuable time waiting for a stenographer. He turns to his Dictaphone as he would to his telephone and gets the thing done. He talks naturally, just as he would talk if the man to whom he is writing were sitting by his desk. He has no speed limit. Result: Letters that have ginger, letters that convince, letters that sell the goods.
The Operator Has the whole day to get out the mail instead of only half the day or two hours at the day's end. No eye-strain from looking on and off her notebook. Absolute regulation of the speed at which the dictation is reproduced. No time wasted taking shorthand notes. No interruption to take dictation while transcribing the mail. She gets through and goes home on time.
The Cost Doesn't figure at all. The machine will cut your correspondence expense in half. It won't take long to save the cost of installation. President Johnson, of the American Lumber Company of Pittsburg, figured that he saved the cost of a twelve-machine outfit the first eight months after it was installed.
Write to
THE DICTAPHONE,
Box 100, Tribune Building, New York

Figure 4

the operator, and (c) to reduce office costs. The first three put the emphasis of the advertisement upon a single conception, the fourth divides the emphasis equally between three concepts. Each of the advertisements presents data such that the business man who reads it is almost forced to classify the office device with a group of things (simple office devices; equipment that will increase efficiency of office force, conditions which permit of concentration, relief to the busy man, labor-saving device for operators, reduction of office cost) toward which he has formed the habit of acting favorably.

In attempting to find what conception of goods leads to purchases of advertised commodities I secured a statement from several thousand persons as to what it was in the advertisement which led to the purchase or caused them to be impressed by some advertisement as "the best advertisement in the magazine." Their statements were classified and tabulated and hence I was enabled to see which conceptions were most effective in impressing this particular public. I present here the classifications which were fi-

nally adopted and which proved sufficient to include all the thousands of replies. I also add, at least in substance, for each class a typical reply from one who was impressed by the particular conception there mentioned.

IV. A CLASSIFICATION OF CONCEPTIONS WHICH LED TO PURCHASES WITH TYPICAL REASONS FOR SPECIAL INTEREST IN SOME PARTICULAR ADVERTISEMENT.

(*a*) *The Goods or the Offer Appeal to the Individual's*—

I. BODILY GRATIFICATIONS:

1. Pleasant to see. (It is a pleasure to have it in the house merely to look at.)

2. Pleasant to hear. (To hear it played well is a perfect delight.)

3. Pleasant to taste. (Strawberry, raspberry, orange and lemon are the very flavors which I like best.)

4. Cleanliness. (I feel that I am clean when I have washed myself with it.)

5. It gives strength. (It supports me and makes me feel strong when I wear it.)

6. It is labor-saving, convenient or useful. (I do my own work, and it would save me strength and time in doing the work.)

7. It is restful or comfortable. (I like light ones best, and this one is said to be as light as a feather, so I think it would be very comfortable for me.)

8. It is healthful. (I have to be very careful of what I eat and this is said to contain all the constructive elements of the body and is said to be very easily digested.)

9. It prolongs life. (I think I would live longer if I should wear one constantly.)

II. SENSE OF ACQUISITION:

10. It offers a chance to earn. (I am compelled to stay at home constantly and am in need of earning something. This offers me a chance of winning a prize and I shall try for it.)

11. It will reduce expenses. (It will soon pay for itself by reducing family expenses.)

III. PRESENT NEEDS:

12. Of article advertised. (I am in need of it and am anxious to secure it.)

13. Business needs. (I am very anxious to be able to fill orders that come to me, and as this is being advertised very extensively, it will increase the demand.)

14. A wish to possess. (I want to possess one some day, but can't afford it at present.)

IV. SOCIAL GRATIFICATION:

15. Benefit of home, child, or friend. (I want her to have the very best, and I think none will wear longer or better than this.)

16. Style. (I want something that will be becoming and that will be of the latest style. I have found their goods to be very satisfactory before.)

17. Imitation. (Mrs. Smith got one and I want one too.)

18. Competition. (I believe I could do it as well as anyone, and if a prize is to be offered I think I would have a good chance to win it.)

V. CURIOSITY:

19. It arouses curiosity or anticipation. (Ever since I first saw their advertisement I have been wondering what it would be like, and I am going to send to find out.)

VI. HIGHER NATURE:

20. It is instructive. (I like to keep up on styles, and their catalogue contains the very latest and best fashions.)

21. It is patriotic. (I think that every resident of this state should have one.)

22. It arouses self-activity. (I like to make such things and I will send for the patterns at once.

(*b*) *The Goods Appeal Because,—*

I. OF THEIR INHERENT QUALITY:

23. (a) Durability. (I am the most interested in the advertisement of the Weir jar because I think they will not break easily and will last much longer than the jars I have been using.)

24. (b) Variety. (I am most inter-

ested in this advertisement as they offer such a great variety to choose from.)

25. (c) Novelty. (I am most interested in the advertisement of the New England Watch Co. for the watch is such a novel little thing.)

26. (d) Reliability in quality and purity. (I am most interested in the advertisement of Fairy Soap because I know it is a soap which can be depended upon in every way.)

II. OF THE METHODS OR CONDITIONS UNDER WHICH THEY ARE OFFERED:

(a) Price or Terms.

27. Cheapness—unspecified. (I am most interested in the advertisement of the W. B. Corset Co. for they give the prices and the corsets seem very cheap.)

28. Cheapness—as compared with local prices. (I am most interested in the advertisement of the National Cloak Co. for I can get my clothes from them cheaper than here in town.)

29. On trial or C. O. D. (I am most interested in the advertisement of the Wing Piano for they offer to send it on trial.

They must have confidence in their pianos or they would not do that.)

(b) Convenience of Securing.

30. Ease of securing—unspecified. (I am most interested in this advertisement because I can do my shopping so much easier by sending to them than by shopping in town.)

31. Promptness in shipping. (I am most interested in the advertisement of the National Cloak Co. for they filled my order and delivered the goods at once when I ordered from them last fall.)

(c) Precision in Detail.

32. Definiteness—unspecified. (I am most interested in the advertisement of the Wing Piano for it is so definite and to the point.)

33. Address of firm given. (I am most interested in this advertisement of Malta Vita because I had heard about it and now I know where to get it.)

34. Price of goods given. (I am most interested in the advertisements of standard baths because the prices are given and I could tell just what it would cost to have

such a bath room as the one shown in the picture.)

35. Catalogue and samples sent. (I am most interested in this advertisement because they will send a catalogue and samples free.)

(d) Reputation.

36. Reliability of firm—unspecified. (I am most interested in the advertisement of Robinson, Robbins and Co. because I know the firm to be reliable.)

37. Satisfied customer. (Mennen's Talcum Powder interests me more than the other advertisements for I have used this powder for years and like it very much.)

38. Satisfied because of its reputation. (I am most interested in the advertisement of Mellin's Food for I have heard it very highly recommended.)

39. Impressed by recommendations, medals, etc. (I am most interested in this advertisement because it is recommended so highly and has taken so many prizes.)

40. Impressed by the advertising medium. (I am most interested in this advertisement because I know it is what it pre-

tends to be, otherwise it would not be allowed to appear in this magazine.)

III. THE MAKE-UP OF THE ADVERTISEMENT ATTRACTED:

41. By illustrated cuts, etc. (I think the advertisement of Nestle's Food is far more interesting than all the others. The picture is one of the most attractive I ever saw.)

42. By its novelty. (I am the most interested in the advertisement of Gold Dust. The Gold Dust twins are such novel little creatures.)

43. By its frequency and regularity. (I am the most interested in the advertisement of Corticelli silk. This advertisement is, and has been, the most interesting to me for years. The lively little kitten and the many different and attractive ways in which it is presented makes me look for the Corticelli advertisement at once when a new magazine comes out.)

Perhaps the most remarkable thing about this array of appeals or motives which were successful is the *diversity* of the concepts

which were successful with different persons. Almost all goods offered for sale could make a majority of the appeals here recorded in the table. Most salesmen get into the habit of presenting their goods in a particular way and fail to realize the possible range of appeals which could be made for the goods. Let any man check up his practice with this list and he doubtless would find some appeal which he is neglecting to make and which might be very effective.

V. THE HOW SUPPLEMENTS THE WHY IN AN ARGUMENT.

If by arguments I am trying to induce you to establish a factory in my town I first present reasons *why* your factory would be particularly profitable there. If I should be able to give enough arguments in favor of the proposition, you doubtless would figure out for yourself *how* you would go at it to establish the factory. You are not convinced, however, till, in imagination, you have established your business there. If, when in imagination you have projected yourself into the future, no insurmountable

difficulties occur to you, you may be convinced and decide to act. Before you are convinced you are likely to figure out *how* my proposition could be carried out. I would greatly increase my chances of convincing you if instead of confining myself to *why* you should build the factory, I should devote much of my presentation to describing vividly just what you would have to do to follow out the plan I am proposing. If by my words you are led to imagine yourself as establishing the factory, the mental image thus formed in your mind is more of a "clincher" than any reason for the action that could possibly be offered.

If I am selling by means of advertising one of the best known household commodities, my argument is incomplete unless I state where the goods may be secured. Even though the goods may be had at every grocery store, and even though every possible purchaser may know where to get them, yet the advertisement should contain a statement as to how the goods can be secured. The function of such a statement is to cause the possible purchaser to imagine himself as

going to the store to secure the goods. He might possibly think out how to get the goods as soon as he had read the descriptions of my goods, but my statement of the necessary means for securing the goods makes easy this essential step.

As a matter of fact there is no household commodity so well known that every possible purchaser knows just where and how to secure it. The salesman is so well acquainted with his goods and knows so well how customers may secure them that he is inclined to forget that one of his special duties is to educate new customers as to where and how the goods may be had.

Even though an advertisement has made me want a thing, I am inclined to procrastinate unless all the steps necessary for securing the goods are clearly in my mind.

I decided to try a particular make of shoes and to secure them at a convenient time when in Chicago. As a matter of fact I did not know exactly where they were on sale. I could easily have found out but I didn't, so I have procrastinated the purchase which I would have made if the place for securing the shoes had been definitely in mind.

Many advertisers neglect to emphasize the means for securing the goods which they exploit. The goods may have general distribution and may be on sale at all stores handling that general class of merchandise, but many possible customers are not aware of that fact. They may be convinced of the desirability of securing the goods, but they fail to purchase because of the uncertainty as to the place or means of securing the goods.

Furthermore, the emphasis upon the steps necessary to secure the goods acts not only as a source of information but also as a most powerful stimulus to action.

A large proportion of all advertisements of goods having a general distribution fails to make use of this psychological fact. In the current issue of one of the leading American magazines there are 65 full-page advertisements of goods having general distribution. Of these 65 advertisements, 22 state with some completeness the means of securing the goods. Such expressions as these are used in the advertisements:

"Your druggist and your grocer have X—"

"Price $3.00, $4.00, $5.00, to $15.00, at leading dealers everywhere."

"Write for catalogue B and name of nearest dealer."

"Sold by all first-class dealers."

"Sold by all grocers, 10 cents a package."

Of the 65 advertisements 7 give no hint as to methods of securing the goods—no price, no address, no statement that the goods might be had at local dealers, no information or hint as to what action is desired of possible customers.

The remaining 59 advertisements have inadequate information as to methods of securing the goods. In fact I can not learn from some of the advertisements whether the goods advertised are on sale, for instance, in Evanston or even in Chicago.

This failure to emphasize the means of securing the goods advertised is the most glaring weakness in advertising at the present time, and renders ineffectual many otherwise urgent arguments.

Sign posts are not necessary in primitive villages. In great cities sign posts are needed on every corner and these must

be supplemented by courteous policemen. Modern methods of merchandising have transcended the few requirements of the village shopkeeper. There are so many possible roads which the customer may take that he is coming to depend more and more on the "sign posts" for his directions. He is unwilling to think for himself where others will do it for him more satisfactorily.

The modern merchant can not be too specific in his directions as to the exact steps necessary in answering an advertisement or purchasing goods. It is an important question, How may the advertiser best present to the public the method of securing the goods?

The most fundamental condition in any such advertising is that the method of securing the goods should be made clear to all possible customers who are not familiar with the goods. Even if the commodity has been on the market for decades and if it is to be had at all grocers or druggists, the place where it can be found should be stated in every advertisement. The construction of the advertisement should be such that

when a new possible customer reads the advertisement there arises in his mind a picture of the place where the goods can be had and of the method of securing them. The advertiser can not assume that the possible customer will use any mental effort in creating this mental picture. He can not be depended upon to do any constructive thinking, and unless the advertiser has made the method of securing the goods so plain that the mental picture must be seen by the new customer he will not see it and will leave the advertisement with no thought of securing the goods advertised, or at least he will be inclined to procrastinate the actual purchase because of his mental inertia.

The wise salesman induces his customer to try on the clothing, to drive the automobile, to play the musical instrument, etc. The wise advertiser presents the goods, so far as possible, in such a way that the customer will not be compelled to use any original thought in conceiving of all the steps involved in the securing of the goods.

The advertisements reproduced as Figures 1, 2, and 3 are particularly strong in

that they make the *how* of responding to the advertisement appear plain and easy. All that is necessary is to call up the Edison people by phone and let them demonstrate. If no dealer in the apparatus is known, then a letter addressed to the firm, address given, will bring full description and demonstration. The Dictaphone people would probably be glad to demonstrate also but the advertisement does not say so. The Edison device seems easier to get than the Dictaphone and hence would be more likely to be selected simply because the advertisement tells more specifically how to get it.

VI. The Place of Feeling and Sentiment in an Argument.

Under the heading, "Creating an Idea of Value," we saw that one purpose of an argument was to cause the persons appealed to, to classify the thing proposed with a group of things toward which favorable action was habitual. Under the heading, "The How Supplements the Why in an Argument," we saw that one purpose of the

argument was to cause our audience to imagine themselves as responding favorably towards the thing we have to offer. We shall now see that a further purpose of an argument is to awaken a feeling of value, to create sentiment or, so far as possible, even to create an emotional attitude towards the thing proposed and in favor of which the argument is being presented.

Much advertising fails to get at the feelings and emotions, the instincts and sentiments. It must not only convince the public that they OUGHT to act, but it must present its proposition so that it will make them WANT to act.

We are late in reaching the pew but early at the bleachers. We put off writing to cousins and aunts, but the fiancé is answered by "return mail." The dictates of reason may be resisted but not the promptings of sentiment and emotions.

We put off the things we know we OUGHT to do but not the things we WANT to do.

Almost every one who reads the advertisements of automobiles hankers after a

machine, but, unless his income is adequate, his better judgment convinces him that it would be foolish extravagance to make the purchase. In this case we seem to have hesitation produced by the judgment even when the purchase is prompted by intense feelings. But the judgment is easily convinced of the wisdom of any act which excites intense desire. In the case of the automobile the judgment easily recognizes a fanciful need and yields to the promptings of desire.

A current advertisement takes advantage of this psychological situation and makes a most clever appeal to possible purchasers of automobiles. The following extract from the text of the advertisement is very adroit: "You may think you don't WANT a motor car. But there isn't any question about your NEEDING one. There is a difference between wanting a thing and needing it. . . . There is nothing that you could invest the money in that will pay you such a big dividend in the saving of your time in business and the saving of your health for years, as the purchase of a motor car. A

good thing is a better thing the sooner you get it."

If this advertisement is able to convince a man that he OUGHT to get the car he will do so at once because he already WANTS to purchase it. When desire is surging we are easily convinced that we ought to act, and hence the act follows immediately. When the judgment is convinced but no desire is enkindled, procrastination keeps the intended act from taking place. Many articles of merchandise may be so presented that the public will DESIRE to purchase them. Or they may be so presented that the public will merely be convinced that the goods OUGHT to be secured. The practical problem then arises as to methods of making the public WANT to act and WANT to follow out specific directions.

Advertisers have been successful in accomplishing this purpose in various ways. Some of these successful methods are worthy of consideration.

Everyone wants to make a dollar. This fact is taken advantage of in the advertisement reproduced as No. 5. The original

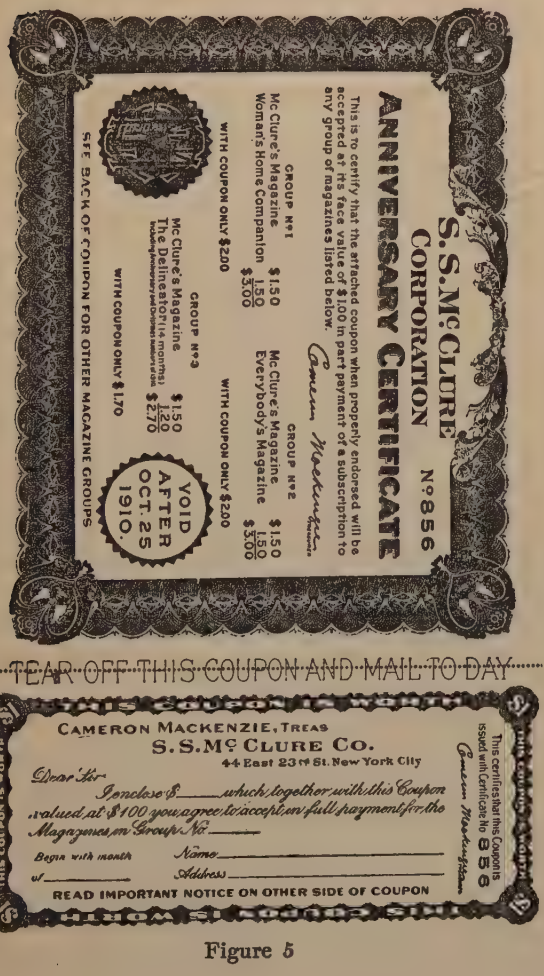
S. S. McCLURE CORPORATION
ANNIVERSARY CERTIFICATE
No 856
This is to certify that the attached coupon when properly endorsed will be accepted at its face value of $1.00 in part payment of a subscription to any group of magazines listed below.
Cameron Mackenzie
GROUP No 1
McClure's Magazine $1.50
Woman's Home Companion 1.50
$3.00
WITH COUPON ONLY $2.00
GROUP No 2
McClure's Magazine $1.50
Everybody's Magazine 1.50
$3.00
WITH COUPON ONLY $2.00
GROUP No 3
McClure's Magazine $1.50
The Delineator (12 months) 1.20
$2.70
WITH COUPON ONLY $1.70
VOID AFTER OCT. 25 1910.
SEE BACK OF COUPON FOR OTHER MAGAZINE GROUPS
TEAR OFF THIS COUPON AND MAIL TO-DAY
THIS COUPON IS WORTH $1
CAMERON MACKENZIE, TREAS
S. S. McCLURE CO.
44 East 23rd St. New York City
Dear Sir
I enclose $ ____ which, together with this Coupon valued at $1.00 you agree to accept in full payment for the Magazines in Group No ____
Begin with month of ____
Name ____
Address ____
READ IMPORTANT NOTICE ON OTHER SIDE OF COUPON
This certifies that this Coupon is issued with Certificate No 856
Cameron Mackenzie

Figure 5

was run in colors and had the appearance of a commercial coupon. Many people were unwilling to throw away the "dollar" and so subscribed at once for the magazines. They would not have responded if the offer had not included the use of the coupon even though the magazines might have been offered at even more favorable terms. Schemes like this in which there is an apparent opportunity to win a dollar or something else of value takes advantage of the human weakness for "getting something for nothing."

Of the 65 full-page advertisements already referred to one contains the following statement in display type: "An announcement worth $17.50 to every person who acts upon it." This offer is made good for 30 days only and gives the reader the impression that he is forfeiting a chance to win $17.50 if he fails to act.

These are two typical schemes devised to appeal to the instinctive desire to gain. The success of all such schemes is dependent also upon novelty and hence the form of the appeal must constantly be changed.

Goods offered as means of gaining social prestige make their appeals to one of the most profound of the human instincts. In monarchies this instinct is regarded as a mere tendency to imitate royalty. In America, with no such excuse, the eagerness with which we attempt to secure merchandise used by the "swell and swagger" is absurd, but it makes it possible for the advertiser to secure more responses than might otherwise be possible. As an illustration of this fact we need but to look at the successful advertisements of clothing, automobiles, etc. The quality of the goods themselves does not seem to be so important as the apparent prestige given by the possession of the goods.

Goods which are presented as supplying a need long felt by the public are purchased without delay. In the case also of objects which supply any of the fundamental instinctive needs the chances are that we shall act unhesitatingly. The instinctive desire to gain and the desire to win social approval are but typical illustrations of appeals to the fundamental instincts.

Our feelings may be awakened by the ideas themselves, by the manner in which the ideas are presented, or by a combination of the two. The idea of savory viands is pleasing in itself and the manner of presenting the idea may add much to its pleasing value when presented as is done, for example, by the National Biscuit Co. in presenting Nabisco to the public. In the advertisements of Nabisco an attempt was made for many months to please by means of fairy maids serving the product, by means of pleasing verbal descriptions of the goods and by perfect harmony between the illustration and the type matter.

The man with the proper imagination is able to conceive of any commodity in such a way that it becomes an object of emotion to him and to those to whom he imparts his picture, and hence creates desire rather than a mere feeling of ought. It would be hard to conceive of any more prosaic things than heating plants, night telegrams, washing soaps and hair oil. In the mind of the artist these homely commodities are transformed into objects that awaken our senti-

Soon housewives will know

"Two Methods and a Moral"

The woman who escapes from the tyranny and drudgery of old-fashioned, insanitary heating methods to that of cleanly, automatic heating is surely open to congratulations. Too many housekeepers are chained to brooms, dust-pans, and back-breaking coal-hods because of the relentless slavery to stoves and hot-air furnaces. There's a way out—

AMERICAN RADIATORS & IDEAL BOILERS are the only means of warming a house without adding to the labor of its care. These outfits of IDEAL Boilers and AMERICAN Radiators are absolutely clean, will outlast the building itself; and the fuel and labor savings soon repay their cost, and thereafter prove to be big profit-makers. Step into any sky-scraper office building or fine store and you will see they are equipped with our outfits; the name of our Company you will find cast on the end of each radiator. It is an evidence of the high quality of our goods, also significant of the fact that men would not put up in their places of business with the annoying heating methods that their wives patiently endure.

To continue the old-fashioned heating reflects upon the housewife—robs her of the few hours per day which she should be able to devote to better things. Buy an outfit of IDEAL Boilers and AMERICAN Radiators and like thousands of others who have bought, you will joyfully pass the good word along. Don't wait to build a new home or until another Winter. Put comfort into your present house—now done without tearing up, or disturbing old heaters until ready to put fire in the IDEAL Boiler. Write us today for catalogue "Ideal Heating Investments."

A No. 4121 IDEAL Boiler and 420 ft. of 38-in. AMERICAN Radiators, costing the owner $190, were used to heat this cottage.
At this price the goods can be bought of any reputable, competent Fitter. This did not include cost of labor, pipe, valves, freight, etc., which installation is extra and varies according to climatic and other conditions.

AMERICAN RADIATOR COMPANY

Showrooms in all large cities

Write to Dept. 4, Chicago

IDEAL IDEAL IDEAL IDEAL IDEAL IDEAL IDEAL IDEAL IDEAL IDEAL IDEAL IDEAL IDEAL IDEAL

Figure 6

"NIGHT LETTERS" BRIDGE DISTANCE
The new "NIGHT LETTER" service of The Western Union Telegraph Company offers manifold advantages as a means of unabbreviated correspondence by wire.
It enables those who are traveling to keep in close touch with conditions in their homes—the "NIGHT LETTER" of information or inquiry being delivered early next morning.
Fifty words sent for the price of a condensed day message.
THE WESTERN UNION TELEGRAPH COMPANY
Prompt, Efficient, Popular Service.

Figure 7

Rexall
"93" HAIR TONIC
Two sizes, 50c. and $1.00
Invigorates the Scalp-Nourishes the Hair Root
Your Money Back if it Doesn't
Sold and guaranteed by Only One Druggist in a place Look for The Rexall Stores
They are the Druggists in over 3000 towns and cities in the United States and Canada.
UNITED DRUG CO., BOSTON, MASS.
CHICAGO, ILL.
TORONTO, CANADA
COPYRIGHT 1910 UNITED DRUG COMPANY

Figure 8

Bon Ami
Cleans, Scours, Polishes
Cleaning windows is an easy task with Bon Ami.
Cover the glass with a lather made by rubbing a wet cloth on the cake.
Let the lather dry. Then wipe it clean with a dry cloth.
Every particle of dust and dirt will disappear, leaving a clean, sparkling surface.
Nothing else equals Bon Ami for this purpose.
It is the same on brass and tin, mirrors and glassware, on floors and paint, on porcelain and oilcloth.
Bon Ami cleans, polishes and scours without scratching.
It never roughens the hands.
18 years on the market
"Hasn't scratched yet!"

Figure 9

ments and æsthetic feelings. The advertisement reproduced as Figure 6 presents to us a heating plant in such a way that our sympathies are aroused at once. We sympathize with the misfortune of the women suffering from the tyranny of the coal stove. We congratulate the fortunate possessor of the American Ideal. Figure 7 represents night messages in a new light to most of us, and in such a way that they assume a sentimental value in our minds. Figure 8 presents hair oil in such a way that the presentation awakens our æsthetic appreciation of the beauty of the young girl who has been made even more beautiful by the use of the oil. The advertisement reproduced as Figure 9 presents a washing compound so artistically, and the manner of presentation and the artistic construction of the advertisement are such, that we can not but look at it with pleasure. Advertisements reproduced in Figures 6 and 7 present their merchandise in such a way that a sentimental value attaches to the goods themselves. Advertisements reproduced in Figures 8 and 9 create pleas-

ure by the manner of presenting the goods and they also cause us to ascribe to the goods themselves something of sentimental value.

The advertiser should be a good business man and should know the goods to be exploited. He should be a practical psychologist and know the human emotions and sentiments. He should also be a man with a fertile imagination that he may be able to think of his merchandise in its most attractive forms. He must also present his arguments—whether picture or type matter—in the most artistic manner possible under the restrictions imposed upon him. Many of our successful national advertisers have come to recognize the fact that the artist is demanded for the most skillful exploitation of merchandise. The literary style employed in the advertising pages of our best magazines may be compared favorably with the editorial pages. The illustrations which are the most successful meet the requirements demanded by the combined judgment of the business man, the psychologist and the artist. The most convincing arguments are those that most adequately describe the

merchandise; most skillfully appeal to the fundamentals in human nature; and are clothed in the most artistic forms.

VII. Weighing the Evidence.

Arguments are not assumed to convince immediately but to lead to a mental see-saw-ing, a weighing of evidence and a passing of judgment. In presenting my arguments to you I am on my guard to present them in such a form that you will actually be able to weigh them and to pass judgment as to the value of the thing which I am trying to persuade you to accept or to do. I therefore present my arguments in a logical and simple manner. If I am trying to induce you to change to the "task and bonus" system of wage I must show you what you would get according to the new system if translated into the terms to which you are accustomed. In this way you will immediately pass the judgment of "more profitable" upon my proposition. I must conform to your habits of thought, I must describe things in a manner which causes you to classify them favorably, to imagine

yourself as accepting and acting upon my arguments and hence enabled to weigh my evidence effectively.

In general it is not wise to emphasize any competing line of goods. In presenting my arguments I must present them so you may compare and weigh my arguments with those presented for any other thing. My duty is not to assist you to call up these competing and contrasted ideas but to hold your attention so far as possible to my offers. I should emphasize particularly those points in my commodity at which comparisons with other things are made most readily and favorably.

VIII. CONCLUDING THE ARGUMENT.

My argument is not completed till I have induced you to accept the thing which I propose or to perform the act which I am trying to persuade you to perform. All the other steps of the argument are preliminary to this one function. I can best clinch my argument by performing the preliminary steps well and then by making action easy, or by making it seem the natural and

proper thing for you to act. After the salesman has properly presented his offerings, he is in a position to say, "Now that you fully appreciate my goods how large an order shall I write out for you?" The advertisement closes with an appeal to send for circular, to write for demonstration or to call at once to inspect the goods. These means to help you to decide and to execute your decision are quite essential since procrastination is so likely to keep you from doing the thing which you were just on the point of doing.

In purchasing advertised goods (mail order advertising particularly) there is usually no reason why you should place your order now rather than some hours or days later. Every student of industrial history knows that in the past it has usually been true that the person who placed his orders earliest secured the best goods. But in advertised goods all orders must be filled with goods of uniform quality.

In personal forms of selling the presence of the seller fixes the moment at which the buyer could most conveniently make his pur-

chases. But when the seller is the printed page appearing regularly there is no particularly appropriate time for action. This is one of the fundamental inherent weaknesses of most forms of advertising and is an obvious cause in increasing and making habitual this natural tendency to procrastinate. If we procrastinate purchasing advertised goods till a more convenient season, the convenient season may never come.

A short time ago, I went, toward evening, from Evanston to Chicago. On the way my eye caught sight of the street car card containing the following sentence: "Why not take supper at Henrici's tonight?" The definiteness of the question got the better of me. I went to Henrici's for supper that evening, although I had not intended to till I read the street car card. If the sentence had read, "Try a supper at Henrici's"—it would not have been effective with me for that night—I would have procrastinated.

During the months of October, November and December, certain magazines make especial efforts to secure new subscribers.

One year's subscription received in October is good for 15 months; received in November, good for 14 months; and received in December, good for 13 months. Such appeals are sufficient to overcome the tendency to procrastinate in many instances.

Offers which are advertised as good till a particular date, are sometimes accepted by more persons than would have accepted if the offer had had no time limit.

All these schemes to secure action by limiting the time within which an action may take place have been successful in particular instances, but they are not subject to general application in any way.

CHAPTER VIII

MAKING SUGGESTIONS EFFECTIVE.

OUTLINE.

Mankind is Influenced More by Suggestions than by Syllogistic Arguments.

I. The Working of Suggestion is Dependent upon the Dynamic, Impulsive Nature of Ideas.

II. Suggestions are Given by External Objects and Result in Acts Similar to Imitative Acts.

III. Suggestion Excludes Comparison and Criticism.

IV. Suggestion Secures Direct Response Without Delay.

CHAPTER VIII

MAKING SUGGESTIONS EFFECTIVE.

Mankind is Influenced More by Suggestion than by Syllogistic Arguments.

We have numerous books on the study of arguments but there is not a book and scarcely a chapter of a book (so far as the writer knows) which deals with the methods and devices of utilizing suggestions in business. It is interesting to the man in business to know that suggestion is, in his hands, a more powerful means of influencing men than is argument, but what he wants to know is precisely *how* he may give suggestions. The methods of giving suggestions and the sorts of suggestions which will be effective are discovered from a study of the principles found in an analysis of suggestion itself.

I. THE WORKING OF SUGGESTION IS DEPENDENT UPON THE DYNAMIC, IMPULSIVE NATURE OF IDEAS.

From this principle we learn that in giving suggestions the thing of importance is to give the *idea* and then to trust to it to accomplish results. If I wish you to purchase a particular make of automobile I must get the idea of that automobile into your mind. If I want you to engage a certain class of employees I must get into your mind the idea of these persons considered as possible employees. It is not necessary to convince you of the wisdom of the ideas but merely to get the ideas into your head, and then to trust to their dynamic natures to carry themselves out. If I want the American people to go to an exposition I must keep the idea of that exposition before them. It is not so important what I say about the exposition as that I put the matter before them so they will have the idea of the exposition vividly in mind.

This dependence on the dynamic force of ideas has made successful much advertising

and other selling campaigns where there is no evident attempt to *convince* the public. The advertisement of White Rock reproduced as Figure 10, is a quarter page adver-

Figure 10

tisement that may possibly be very successful. There is no adequate ground given to convince us that White Rock is "The world's best table water." Yet the idea is conveyed to us by these words and many of us are profoundly impressed by it. This may be a very good advertisement but if it were not for the dynamic force of the idea conveyed, the advertisement would be practically worthless.

In taking advantage of the dynamic nature of ideas the salesman has attempted to discover means of imparting ideas in such a way that they will be exceedingly vivid and hence exceedingly dynamic. In this attempt pictures, display type and diagrams

have been extensively used. Repetition has been found very important also as in this way the impulsive force of the idea is enforced each successive time it is thought. An advertisement which upon its first appearance is barren of results may by the mere fact of its frequent appearance convince the public and lead to the desired action. This suggestive force of repetition is humorously expressed by Mr. Dooley in his sentence, "I belave anything at all, if ye only tell it to me often enough."

Some ideas have much more dynamic force than others. The most dynamic are those which are the expressions of our emotions, our sentiments and our instinctive desires. These represent the most fundamental human interests and lead to immediate response.

II. SUGGESTIONS ARE GIVEN BY EXTERNAL OBJECTS AND RESULT IN ACTS SIMILAR TO IMITATIVE ACTS.

The effectiveness of a suggestion depends much upon the source from which it comes. The most powerful source is a per-

son who assumes, and is believed to possess, a friendly and sympathetic attitude. Abraham Lincoln was one of the most successful of American diplomats. He knew how to deal with men and fortunately he has given advice on this particular point.

"When the conduct of men is designed to be influenced, *persuasion,* kind, unassuming persuasion, should ever be adopted. It is an old and true maxim that 'a drop of honey catches more flies than a gallon of gall.' So with men. If you would win a man to your cause, first convince him that you are his sincere friend. Therein is a drop of honey that catches his heart, which, say what he will, when once gained, you will find but little trouble in convincing his judgment of the justice of your cause, if indeed that cause really be a just one. On the contrary, assume to dictate to his judgment, or to command his action, or to mark him as one to be shunned and despised, and he will retreat within himself, close all the avenues to his head and his heart; and though your cause be naked truth itself, and though you throw it with more than Herculean force and

precision, you will be no more able to pierce him than to penetrate the hard shell of a tortoise with a rye straw. Such is man, and so must he be understood by those who would lead him, even to his own best interests."

The words of a great authority are suggestions for those to whom he is an authority. His words are accepted as facts, are not subjected to criticism but are accepted unhesitatingly. This power of suggestion in the words of men with authority, with power and with technical ability is made much use of in dealing with men. The expert workman becomes the boss of a gang and his words are carried out without question. The man whose personality carries the most weight is assigned the most important duties.

Our subjection to authority is so great that it can be taken advantage of in most absurd ways. In persuading men we try to make our words appear as though they proceeded from an authority even when a moment's reflection would show the unreality of the claim. Thus in the reproduced advertisement of the New Jersey Zinc Co. in

Use Paint made with Oxide of Zinc
THE INTELLIGENT PAINTER KNOWS
that he cannot do satisfactory work with paint containing only one pigment imperfectly mixed by hand.
He knows that.
OXIDE OF ZINC
is needed in paint to make it durable, permanent in color and economical. If he is frank he will tell you so.
Does your paint contain Oxide of Zinc?
Oxide of Zinc is unalterable even under the blow-pipe
The New Jersey Zinc Co.
National City Bank Building
55 Wall Street, New York, N. Y.
We do not grind Oxide of Zinc in Oil. A list of manufacturers of Oxide of Zinc Paints mailed free on request.

Figure 11

Serve Karo on the table.
Better than honey on hot biscuit and gives a finer flavor to griddle cakes than any other sweet.
Agrees with everybody.
Karo
Eat it on
Griddle Cakes
Hot Biscuit
Waffles
Use it for
Ginger Bread
Cookies
Candy
Karo Cook Book — fifty pages, including thirty perfect recipes for home candy making—Free. Send your name on a post card, today, to
CORN PRODUCTS REFINING COMPANY
Dept. G. G. New York P. O. Box 161
Karo
CORN SYRUP

Figure 12

Western-Electric Inter-phones

Increase Business Efficiency

They bring every employee to your elbow. They do the work of a regiment of messengers, and your office boy's salary for one week will pay the operating expense of an Inter-phone system for a year.

Inter-phones are needed in every business house having two or more departments. They are made only by the Western Electric Company, makers of all "Bell" Telephones.

Inter-phones can be installed complete, including labor and all material, at a cost ranging from $6 to $30 per station, depending upon type of equipment selected.

Write our nearest house for Booklet No. 0000.
It describes Inter-phones in detail.

The Western Electric Company Furnishes Equipment for Every Electrical Need.

"SAVE TIME AND FREIGHT"

WESTERN ELECTRIC COMPANY

EVERY BELL TELEPHONE IS

New York, Chicago, Philadelphia Indianapolis, Boston Cincinnati, Pittsburg Minneapolis, Atlanta, Montreal Toronto Antwerp Berlin

Manufacturers of the 5,000,000 "Bell" Telephones

Saint Louis, Kansas City, Denver, Dallas, Omaha, Winnipeg Vancouver Johannesburg Sydney

San Francisco Los Angeles Seattle Salt Lake City, London Paris Tokyo

"TELEPHONE OUR NEAREST HOUSE"

Figure 13

A Trial—and how it succeeded

One of our agents was demonstrating the Comptometer in a commercial office before the bookkeeper and several clerks when the manager came in.

"What do you think of it, Jim?" he asked, addressing the bookkeeper.

"I am not thinking, I am wondering."

"How's that?"

"Wondering what's the use of all this mental grind over figures when they can be handled with a machine like that. Watch this young man for a minute—watch him add a few ledger columns and extend a bunch of these bills with fractions and discounts—see the point?"

"Say, young man", inquired the manager addressing the agent, "how long did it take you to learn it?"

"Up to six weeks ago I had never touched a Comptometer. As you see, there's nothing to it but pressing the keys. Anyone can work it right from the start—speed, naturally, is only a matter of a little practice. And then there's the accuracy of it—you cannot expect anything like the same degree of accuracy in mental work as you get from a machine whose cogs move with automatic precision."

"Well", said the manager, after a little reflection, "if you boys can turn out work at that rate, even with six month's practice, it would be a good investment. You'd all have considerable time to spare for more important work. If you could try it awhile it wouldn't take long to tell what it will do."

"Yes", agreed the bookkeeper, "that's why I'm letting them put it in on trial. The terms are that, if after trying it we don't want it, we don't keep it."

The outcome of it was that the machine stayed in that office. Since that time, three years ago, *four more Comptometers have been purchased by the same concern*, whose name and address we will be glad to furnish to anyone interested.

Comptometer

ADDS MVLTIPLIES DIVIDES SVBTRACTS

Some machines are practical for one class of figuring and some for another. The Comptometer differs from them all in being equally practical, rapid and accurate on every class of figuring and unequalled in these respects in each one.
Easy to operate, durable, reliable; fits any system.
Write now, while you have it in mind, for booklet; or for free trial of the machine, express prepaid, United States or Canada.

Felt & Tarrant Manufacturing Company
1704 N. Paulina Street Chicago, Illinois

Figure 14

"About once in two months," writes a California woman, "I give my mahogany pieces a good bath.

With a dry cloth, I wipe off the dust. Then, with warm Ivory Soap suds and a piece of chamois, I begin the washing. After washing well, I wipe lightly with a piece of cheesecloth, polishing with a chamois.

I wash just what I can dry and polish at one time. By doing this, and a little dusting every day, I am able to keep my furniture in good condition."

Ivory Soap . . 99 44/100 Per Cent. Pure

Figure 15

Figure 11, I am personally impressed by the statement, "Use paint made with oxide of zinc," simply because the picture of the painter fools me into supposing that the word of the advertisement writer is the word of what appears to be an expert painter. This command is to me a suggestion in so far as I accept it without criticism or proof. This device of showing what appears to be the photograph of an expert in connection with statements is a common one in advertising and one that is most effective since it increases our suggestibility very greatly. In this way the prosperous looking business man is represented as approving of some proposition appertaining to business. The physician seems to be affirming the statement that refers to the medicinal qualities of goods. The expert accountant is depicted as recommending the adding machine. The typewriting girl is represented as describing to us the virtues of a new machine. The beautifully dressed lady speaks from the finely executed half-tone to assure us of the peculiar loveliness of the advertised costumes.

Imitation is one of the most common forms of suggestion. We imitate the acts of others without considering the advisability of so doing. This fact is most significant in understanding methods of influencing men. We imitate others more readily than we follow their words. "Come on!" is more effective than "Go on!" If I see others looking into a shop window I too am inclined to stop and look. If others are interested in one class of sport, that is the particular form that entices me. All fashions and customs are but testimonials of the power of imitation as a form of suggestion.

In persuading men it is frequently possible to avail oneself of the suggestive force of imitation even when direct imitation is impossible. Thus pictures of others performing any particular act induce us to imitate the pictured actions. The advertisement reproduced as Figure 13 creates in the mind of manufacturers a tendency or even a desire to imitate the depicted action.

We imitate most readily those whom we look up to or those who are at least our equals. This fact is taken advantage of

and the respected type of humanity is presented to us as an object for our imitation. The reproduced advertisement of the Comptometer, Figure 14, is excellent in idea although not skillfully executed. Here is an attempt to represent interest in the Comptometer by the various classes of men who would naturally be interested in such an apparatus. Many classes of men are much inclined to imitate the depicted actions and hence to become interested in the Comptometer and desire to try it.

III. Suggestion Excludes Comparison and Criticism.

If I am trying to persuade you by means of suggestion, then I must see to it that no thought of other possible lines of action should enter your mind. I must not mention competitors nor present my commodity in such a way that you would be likely to think of other possible lines of action. Also in presenting to you my line of goods I must not compel you to make choice between different classes of goods which I offer.

According to this principle in persuading

men the agent avoids all reference to competitors and the salesman attempts to hold your attention down to one class of goods at a time. Salesrooms are sometimes so constructed that customers can see none of the goods except as they are presented by the salesman. The salesman then makes the most of this unique opportunity and presents to the customer a single line of goods and gets a decision on that. This specimen of the goods is then removed from sight and another presented, but, so far as practicable, the customer is not allowed to have two possible choices before him at once. This method has proved very successful.

We are more inclined to question a statement expressed in direct language than we are the same statement if expressed indirectly or in figurative language. That is to say, figurative and indirect language increases suggestibility. This fact is taken advantage of in many of the most successful attempts to influence men of which we have record. Mark Antony's oration at Cæsar's funeral, as presented by Shakespeare, is one of the most masterly uses of indirect and fig-

urative language in stirring men to action. This form of expression takes us off our guard and keeps us from criticising what is said. In fact the speaker does not seem to assert anything which could be criticised but he leads us to think things which would be criticised and would lead to antagonism if asserted directly. This figurative and indirect form of language is thus able to instil in us the desired ideas without giving us any occasion to question what has been said.

Some advertisers are making much use of this indirect form of expression. In the reproduced advertisement of Ivory Soap, Figure 15, there is no statement to the effect that Ivory Soap contains no harmful chemicals, but by reading the advertisement and glancing at the picture we get that idea most effectively. The cleansing power of soap has been thus successfully indirectly suggested also by the name of a series of advertisements, *i. e.*, "Spotless Town."

The taste of foods is peculiarly difficult of description. The idea of a food is consequently often presented indirectly by sug-

gestion. In the reproduced advertisement of Karo, Figure 12, the pleasing taste of Karo is suggested by connecting it with various good things to eat. The two following expressions, as given in the advertisement are most suggestive: "Eat it on griddle cakes, hot biscuit, waffles; use it for ginger bread, cookies, candy." In the advertisements of Ivory Soap and of Karo the important ideas come as results of my interpretation and not from the statement of the advertisement. This insidious way of imparting ideas robs one of the opportunity of criticism.

A spirit of frankness, openness and confidence allays suspicion and increases suggestibility. The man who has confidence in himself and his wares has an easy battle with the competitor who lacks self-confidence and who is not sure of the value of his proposition. No man can hope for respect from others unless he has it for himself; he can not readily win others to his cause unless he has first convinced himself. No man can do himself justice in a calling which makes him feel apologetic and neither

can he successfully advocate a cause for which he feels called upon to apologize. The remarkable effectiveness of such phrases as, "the kind you'll eventually buy" is to be found in this spirit of unbounding confidence which the promoter displays in his commodity.

IV. SUGGESTION SECURES DIRECT RESPONSE WITHOUT DELAY.

In order that the response may be direct and immediate everything must be done to make such response as easy as possible. We must plan that the desired step shall not be of such a nature that it would be likely to cause hesitation. Thus in an advertisement, in which suggestion is depended upon, the reader should be called upon to do something which is simple and easy. Many firms find it wise to supply the coupon in connection with the advertisement that the reader may fill it out and mail it at once. Other firms offer samples, catalogues, or demonstrations upon request; goods are sent C. O. D., or charged, or to be paid for upon approval, or upon the promise of money back if not

satisfactory. These devices are wonderfully successful in begetting action immediately following the suggestion.

Great ingenuity is exercised by some general distributers in suggesting immediate action and in controlling the conditions to make the suggested action easy of execution. Thus in the reproduced advertisement of the Oliver typwriter, Figure 16, the suggestion to action is given by the coupon in the form of an automobile. The ease of response and the promptness of delivery is also suggested by the sentence, "Quick delivery coupon brings the Oliver typewriter for seventeen cents a day!"

The salesman who depends upon the power of suggestion presents the order blank at the psychological moment, and, without taking time to consider, the customer signs for his orders. The agent completes his suggestion by skillfully putting the question which leads to the order. He does not say, "Will you take the policy?" but, "Shall I make it for Ten Thousand?" The agent may effectively put the question in some such form as the following also: "Now that

Quick Delivery Coupon Brings
The Oliver Typewriter
for
Seventeen Cents a Day!
Quick Delivery Coupon and Order Blank
The Oliver Typewriter Co.
47 Oliver Typewriter Bldg., Chicago
Name
Address
Town
State
References
ONE CENT
ONE CENT
This coupon-on-wheels will rush the Oliver Typewriter to any point in the States. It's our long-distance Quick Delivery Service. Insert your name and address, attach check or draft for $15 and send it on. The Oliver Typewriter will be delivered in record-breaking time, in perfect working order. You can pay balance monthly at the rate of seventeen cents a day, while you are using the typewriter!
The OLIVER Typewriter
The Standard Visible Writer
Our army of Oliver agents, over 15,000 strong, cannot possibly meet personally all who wish to avail themselves of this Seventeen-Cents-a-Day Offer. We print this coupon to meet the emergency. It is the Seventeen-Cents-a-Day Selling Plan reduced to its simplest form.
The coupon extends the advantages of this tremendously popular plan to the most remote points of this or any other country. It cuts all "red tape"—does away with delay—places the world's best $100 typewriter on your desk, for Seventeen Cents a Day. Put your name on the coupon now and we will ship your Oliver.
The Oliver Typewriter is made of the most expensive materials employed in typewriter construction. It is built with infinite care, by highly skilled, highly paid workmen
It looks easy to see our acres of special machinery, directed by trained brains and hands, turn tons of metal into trainloads of typewriters.
But back of this vast equipment, back of the great organization, back of the big expenditure—overshadowing all in importance—is THE BIG IDEA that finds expression in this marvelous writing machine.

Figure 16

you understand the nature of our policy do you think your wife would be sufficiently protected by a policy of fifty thousand?"; "Realizing as you do the call which may reasonably be expected for the goods, do you think one car load will be sufficient to sup-

ply the demand?" When the customer has not yet decided to make the purchase his decision is sometimes forced by such suggestive questions as, "Shall I send it, or will you take it with you?"; "Shall I charge it, or do you prefer to pay cash?" Unless these suggestive questions are put by the right person and at the right time they are absolutely worthless. When properly used they are most effective.

If in persuading men we wish to depend upon the working of suggestion we must relieve them, so far as possible, of the distressing necessity of deciding and we must also relieve them of all difficulty in the steps necessary to carry out that which we have been trying to suggest they should do. The man who is able to relieve his prospects in these two particulars is the man skilled in carrying his suggestions to a happy conclusion.

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Influencing men in business
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